

Ticket to Enter 15, 16, 21

## Ch 15

First step in the staffing process -determine the type and number of people needed for the job

---factors --aging of nursing workforce

---inadequate numbers enrolling in nursing programs

---aging of the nursing faculty

\*Successful recruiting depends on financial resources, nursing pool, locations desirability, national and local economy

\*An interview should meet the goals of the applicant and the manager

\*managers must be skilled in planning, conducting, and controlling interviews

----Leaders should seek to proactively recruit and hire staff with age, gender, cultural, ethnic, and language diversity to better mirror the rapidly increasing diversity of the communities they serve

New employees should be placed where they have a chance to be the most successful

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Indoctrination consists of induction, orientation, and socialization of employees

A well prepared and executed orientation program educates the new employee about desired behaviors and expected goals of organization and actively involves the new employee's immediate supervisor

## Ch 16

A leader is a role model --lifelong learner ---seeks to encourage lifelong learners in others

---management and education staff have shared responsibility for the education, training, and indoctrination of staff---communication is the key to success

--socialization occurs with all professions and is a normal sociological process

Role model, preceptor, and mentor are not synonymous --all play an important role in assisting with socialization of employees

People from different cultures and age groups may have different socialization and learning needs

---Socialization and resocialization are often neglected areas of the indoctrination process

---Staff activities need to teach in order to be successful

---Evidence based practice is a wide spread responsibility

\*Managers need to be aware of and clarify organizational and unit goals for all employees

\*Works w/the education department to delineate shared and individual responsibility for staff development

Provides input for formulating staff development policies

Ensures all staff are competent for roles assigned pg 409 16.1 chart

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Training and education are two components of staff development

Training may be defined as an organized method for ensuring that people have knowledge and skills for a specific purpose

Education is more formal and broader in scope than training

## Ch 21

Incivility -workplace violence-bullying--and mobbing (means employees “gang up” on an individual) are presented as threats to patient and worker safety and strategies for eliminating workplace violence

---too little conflict ---results in organizational stasis

----too much conflict --reduced organizational effectiveness w/ eventual immobilization of employees pg 554

3 primary categories of conflict pg 556 ---intergroup, intrapersonal, and interpersonal

----intergroup conflict--occurs between 2 or more groups of people, departments, and organizations (ex. 2 political groups differing or contradictory beliefs)

----intrapersonal conflict- happens with 2 or more people w/differing values, goals, and beliefs

----intrapersonal conflict--occurs within the person --internal struggle

Compromising --each party gives up something it wants

Competing --one party pursues what it wants as the expense of the others (zero sum game)

Cooperating --opposite of competing

Smoothing --used to manage a conflict situation

Avoiding --choose not to acknowledge something or attempt to resolve it

Collaborating- is assertive and cooperative means of conflict resolution that results in a win win solution

Supraordinate--priority common goal

Manage unit conflict pg 560

Examining the evidence 21.1 page563

Negotiation-used as a conflict resolution strategy