

Collaborative, participatory, and empowerment (CP&E) evaluation

SESSION VII

Moderating Meaningful Focus Groups in CP&E Evaluation

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Sesion VII index

1. Establishing Ground Rules

2. Typology of Problem Participant Behavior

3. Adressing Problem Behavior: 3 steps

Activity: Quadrant Map of Problem Participant Behavior Types

Activity: Problem Behavior Correction Continuum



1. Establishing Ground Rules

- Be aware of group dynamics and establish group norms, ground rules, saying things like:
 - We are not here to reach consensus
 - Every opinion is equal to us
 - We don t want anyone to dominate
 - Speaks one at a time
 - Respect each others and each others opinions
 - Ask if they agree or want to add something before moving on



1. Establishing Ground Rules

- Authenticity of the moderator to create the necessary sense of safety
- Foster interest, buy in, trust, encouraging communication.



2. Typology of Problem Participant Behavior

Defining characteristics of four types that are ALWAYS problems

- Dominator
- Cynic
- Hostile
- Intoxicated



2. Typology of Problem Participant Behavior

Defining characteristics of four types that are ALWAYS problems

- Dominator



	Dominator
Characteristic Behavior	<ul style="list-style-type: none"> - Long responses - Frequently the first to answer - Speaks with tone of self-appointed expert - Dismisses other participants' opinions - Challenges moderator for control of the group dynamic
Non-Verbal Cues	<ul style="list-style-type: none"> - Sits directly opposite the moderator - Extreme body language - Deliberative gestures, like finger pointing or table pounding



2. Typology of Problem Participant Behavior

Defining characteristics of four types that are ALWAYS problems

- Cynic



	Cynic
Characteristic Behavior	<ul style="list-style-type: none"> - Negative toward everything - Closed mind and body - Sees fault in everything and everyone - Seems to enjoy being argumentative and taking the negative view
Non-Verbal Cues	<ul style="list-style-type: none"> - Shares some cues with hostile, though less confrontational - Smirks or rolls eyes in response to others comments - Often will grimace, smirk or show other signs of disagreement and often disrespect when others speak



2. Typology of Problem Participant Behavior

Defining characteristics of four types that are ALWAYS problems

● Hostile



	Hostile
Characteristic Behavior	<ul style="list-style-type: none"> - Immediate demands for corrective action - May share many qualities with dominator - Angry, combative demeanor - May become irrational and incomprehensible as anger overwhelms ability to communicate
Non-Verbal Cues	<ul style="list-style-type: none"> - Extreme body language - Documents prepared - Irritated, complains - Confrontational demeanor - Often will confront hostess or other front line personnel



2. Typology of Problem Participant Behavior

Defining characteristics of four types that are ALWAYS problems

● Intoxicated



	Intoxicated
Characteristic Behavior	<ul style="list-style-type: none"> - Slurred speech - Sleepy, agitated, extreme behaviors - Behavior manifestations are related to the type, nature and amount of drug abused
Non-Verbal Cues	<ul style="list-style-type: none"> - Smells of alcohol or marijuana - Red eyes - Fidgety - Other signs of drug use



2. Typology of Problem Participant Behavior

Defining characteristics of four types that are SOMETIMES problems

- Wallflower
- Follower
- Co-Moderator
- Blatherer
- Proselytizer
- Joker



2. Typology of Problem Participant Behavior

Defining characteristics of four types that are SOMETIMES problems

● Wallflower



	Wallflower
Characteristic Behavior	<ul style="list-style-type: none"> - Seeks to be invisible in the group - Will only speak when spoken to directly - Answers in very short, shy, non-committal manner
Non-Verbal Cues	<ul style="list-style-type: none"> - Takes most out of the way, inconspicuous seat in the room - Refuses eye contact with moderator or other participants - May slink or slump in his/her chair



2. Typology of Problem Participant Behavior

Defining characteristics of four types that are SOMETIMES problems

● Follower



	Follower
Characteristic Behavior	<ul style="list-style-type: none"> - Expresses no personal opinion, only supports opinions of others - Always agrees with others - Repeats others' opinions - Easily persuaded
Non-Verbal Cues	<ul style="list-style-type: none"> - Shyness - Shakes head in agreement while others talk - Waits to follow lead of others in all regards - Resists being the first to talk by looking away as moderator asks questions



2. Typology of Problem Participant Behavior

Defining characteristics of four types that are SOMETIMES problems

● Co-Moderator



	Co-Moderator
Characteristic Behavior	<ul style="list-style-type: none"> - Asks questions of the group - Re-directs moderator probes - Re-phrases moderator questions to the group - Seeks to summarize & analyze others
Non-Verbal Cues	<ul style="list-style-type: none"> - Sits adjacent to moderator - Seeks to be 'friends' or especially supportive of other respondents



2. Typology of Problem Participant Behavior

Defining characteristics of four types that are SOMETIMES problems

● Blatherer



	Blatherer
Characteristic Behavior	<ul style="list-style-type: none"> - Long, off-topic, nonsensical responses - Especially eager to please the moderator - May string words together that have no apparent meaning or relevance to the topic
Non-Verbal Cues	<ul style="list-style-type: none"> - Speaks without making eye contact with moderator or other respondents - Excessive gestures - Unaware or unresponsive to non-verbal cues to talk less.



2. Typology of Problem Participant Behavior

Defining characteristics of four types that are SOMETIMES problems

● Proselytizer



	Proselytizer
Characteristic Behavior	<ul style="list-style-type: none"> - Dogmatically argues that his/her point of view is correct - Can not recognize or accept that others hold opposing opinions - Seeks to persuade, or lacking this, disregard other valid viewpoints
Non-Verbal Cues	<ul style="list-style-type: none"> - Speaks to others in the group, not the moderator, as he/she seeks to persuade - May be especially loud, with appearance of expert



2. Typology of Problem Participant Behavior

Defining characteristics of four types that are **SOMETIMES** problems

● Joker



	Joker
Characteristic Behavior	<ul style="list-style-type: none"> - Can not be serious for extended periods - Everything is humorous - Makes jokes, pranks, funny faces or gestures, often at inappropriate times and far too frequently for a productive group
Non-Verbal Cues	<ul style="list-style-type: none"> - Seems to prefer message T-shirts and baseball caps - Will tip his/her hand by being humorous, playful in waiting area

2. Typology of Problem Participant Behavior

Of course...

- most people is a mixed of these typologies
- Others are contextual depending of the topic
- Others are contextual depending who else is in the room



	Dominator	Cynic	Hostile	Intoxicated
Characteristic Behavior	<ul style="list-style-type: none"> - Long responses - Frequently the first to answer - Speaks with tone of self-appointed expert - Dismisses other participants' opinions - Challenges moderator for control of the group dynamic 	<ul style="list-style-type: none"> - Negative toward everything - Closed mind and body - Sees fault in everything and everyone - Seems to enjoy being argumentative and taking the negative view 	<ul style="list-style-type: none"> - Immediate demands for corrective action - May share many qualities with dominator - Angry, combative demeanor - May become irrational and incomprehensible as anger overwhelms ability to communicate 	<ul style="list-style-type: none"> - Slurred speech - Sleepy, agitated, extreme behaviors - Behavior manifestations are related to the type, nature and amount of drug abused

Non-Verbal Cues	<ul style="list-style-type: none"> - Sits directly opposite the moderator - Extreme body language - Deliberative gestures, like finger pointing or table pounding 	<ul style="list-style-type: none"> - Shares some cues with hostile, though less confrontational - Smirks or rolls eyes in response to others comments - Often will grimace, smirk or show other signs of disagreement and often disrespect when others speak 	<ul style="list-style-type: none"> - Extreme body language - Documents prepared - Irritated, complains - Confrontational demeanor - Often will confront hostess or other front line personnel 	<ul style="list-style-type: none"> - Smells of alcohol or marijuana - Red eyes - Fidgety - Other signs of drug use
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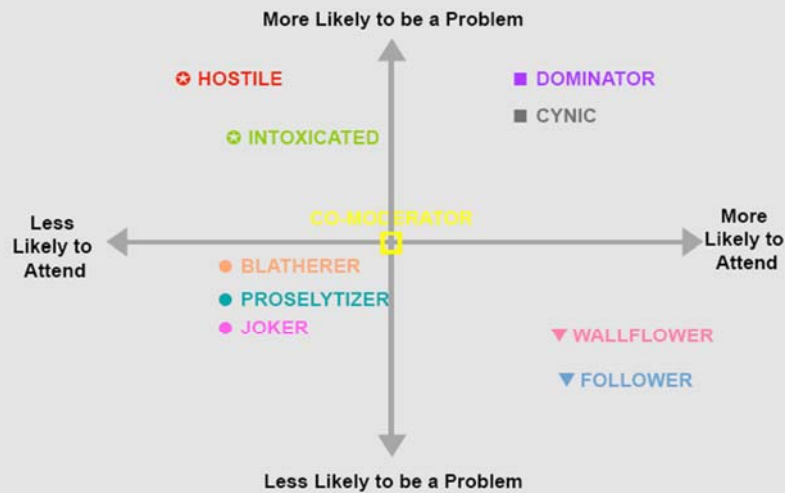


	Wallflower	Follower	Co-Moderator	Blatherer	Proselytizer	Joker
Characteristic Behavior	<ul style="list-style-type: none"> - Seeks to be invisible in the group - Will only speak when spoken to directly - Answers in very short, shy non-committal manner 	<ul style="list-style-type: none"> - Expresses no personal opinion, only supports opinions of others - Always agrees with others - Repeats others' opinions - Easily persuaded 	<ul style="list-style-type: none"> - Asks questions of the group - Re-directs moderator probes - Re-phrases moderator questions to the group - Seeks to summarize & analyze others 	<ul style="list-style-type: none"> - Long, off-topic, nonsensical responses - Especially eager to please the moderator - May string words together that have no apparent meaning or relevance to the topic 	<ul style="list-style-type: none"> - Dogmatically argues that his/her point of view is correct - Can not recognize or accept that others hold opposing opinions - Seeks to persuade, or lacking this, disregard other valid viewpoints 	<ul style="list-style-type: none"> - Can not be serious for extended periods - Everything is humorous - Makes jokes, pranks, funny faces or gestures, often at inappropriate times and far too frequently for a productive group

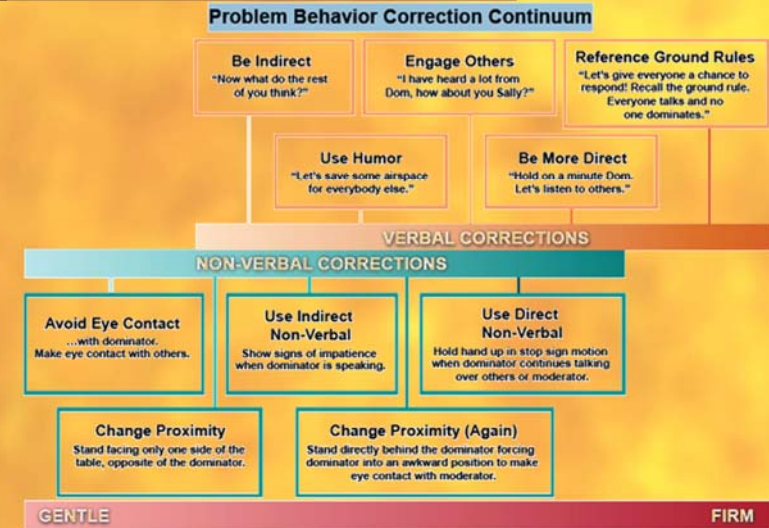
Non-Verbal Cues	<ul style="list-style-type: none"> - Takes most out of the way, inconspicuous seat in the room - Refuses eye contact with moderator or other participants - May slink or slump in his/her chair 	<ul style="list-style-type: none"> - Shyness - Shakes head in agreement while others talk - Waits to follow lead of others in all regards - Resists being the first to talk by looking away as moderator asks questions 	<ul style="list-style-type: none"> - Sits adjacent to moderator - Seeks to be "friends" or especially supportive of other respondents 	<ul style="list-style-type: none"> - Speaks without making eye contact with moderator or other respondents - Excessive gestures - Unaware or unresponsive to non-verbal cues to talk less. 	<ul style="list-style-type: none"> - Speaks to others in the group, not the moderator, as he/she seeks to persuade - May be especially loud, with appearance of expert 	<ul style="list-style-type: none"> - Seems to prefer message T-shirts and baseball caps - Will tip his/her hand by being humorous, playful in waiting area
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2. Typology of Problem Participant Behavior



2. Typology of Problem Participant Behavior



3. Addressing Problem Behavior: 3 steps

Strategy with three steps:

- **Early identification:** Even before they get in the room. Get the maximum clues about them, work with the recruiter, meet the people in the waiting area...
- **Prevention:** Stablishing ground rules gives you permission later on to remember some of them.
- **Management:** Change dynamics, move people, mix them up, tell them they are right (*I agree with that; Yes! I think the same...*), put them in smaller groups to discuss, break them up in pairs, send somebody home.

Collaborative, participatory, and empowerment (CP&E) evaluation

Thank you

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