

1

---

---

---


---

---

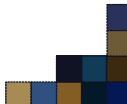
---

---

---

 **12 Communication Roadblocks**  
(Thomas Gordon)

1. Ordering, directing
2. Warning, threatening
3. Giving advice, making suggestions, providing solutions
4. Persuading with logic, arguing, lecturing
5. Moralizing, preaching
6. Judging, criticizing, blaming



2

---

---

---


---

---

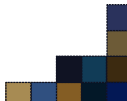
---

---

---

 **12 Communication Roadblocks**  
(Thomas Gordon)

7. Agreeing, approving, praising
8. Shaming, ridiculing, name calling
9. Interpreting, analyzing
10. Reasoning, sympathizing
11. Questioning, probing
12. Withdrawing, distracting, humoring, changing the subject



3

---

---

---

---

---

---

---

---



4

---

---

---

---

---

---

---

---

IFIOC

## Motivational Interviewing

Primary Goals of MI:

- Reduce/Minimize resistance
- Resolve ambivalence
- Elicit "change talk" and move towards goals/values/behavior change

5

---

---

---

---

---

---

---

---



6

---

---

---

---

---

---

---

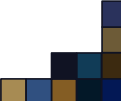
---

IFIOC

## 300+ Studies on MI Effectiveness

A systematic review that included 72 studies found that motivational interviewing outperformed traditional advice giving in 80% of studies.

"Providers who know how to effectively deal with resistance and ambivalence have adherence rates 5x higher than information giving."



7

---

---

---

---

---

---

---


---

IFIOC

## Realities of Change

*"He who would learn to fly one day must first learn to stand and walk and run and climb and dance; one cannot fly into flying."* Friedrich Nietzsche

- **Most change does not occur overnight**
- **People resist being pushed to change**
- **Contextual: H.A.L.T.**



8

---

---

---

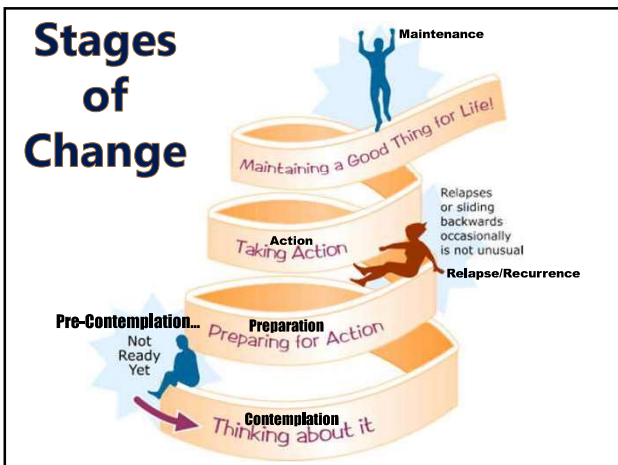
---

---

---

---

---



9

---

---

---

---

---

---

---

---

## Cues for Pre-Contemplation

**Unaware that a problem exists**

Mina Neyestani  
Iran

**Does not intend to change**

**IGNORES/RESISTS EVIDENCE**

**Too discouraged to change**

10

---

---

---

---

---

---

---

---

IFIOC

## Pre-Contemplation

CHARACTERISTICS

**Appear to be hesitant, argumentative, hopeless or in "denial."**

TRAP

**Natural tendency is to try to "convince" them or push into action**

11

---

---

---

---

---

---

---

---

## 'Righting Reflex'

...corrects the orientation of the body when it is taken out of its normal position...

Reaction people have to correct someone or something that is 'wrong'

12

---

---

---

---

---




---

---

---

# Equipoise

"Balance of forces or interests"

"Equally supported in a steady position"

"Internal state of equilibrium or balance"

13

---

---

---


---

---

---

---

---



## Resistance

**"The force that opposes motion"**

- Not individual - *relationship* oriented
- Focusing outside the self
- Message that someone or something else is the problem
- Context of a relationship or system

14

---

---

---

---

---

---

---

---

When you get attached to an outcome or YOU push a quicker pace... ..YOU facilitate "resistance"



15

---

---

---

---

---

---

---

---

**Resistance** vs. **Ambivalence**



16

---

---

---

---

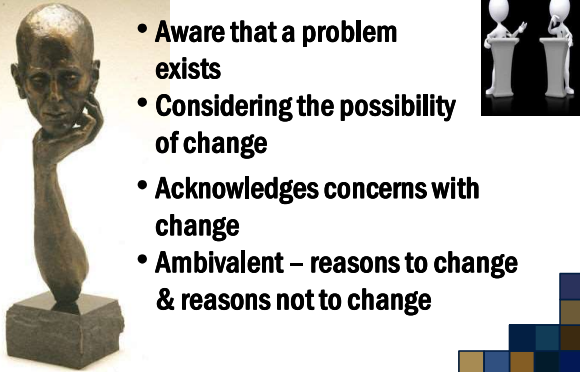
---

---

---

---

**Contemplation**



- Aware that a problem exists
- Considering the possibility of change
- Acknowledges concerns with change
- Ambivalent – reasons to change & reasons not to change

17

---

---

---

---

---

---

---

---

**Preparation**

- Plan for change relatively soon (aiming within a month)
- Examining strengths & resources
- Setting goals and making commitments
- Commitment strengthen

18

---

---

---

---

---

---

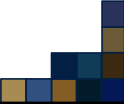
---

---

IFIOC

## Action

- **Actively** modifying...
  - Behaviors
  - Emotions
  - Surroundings
 ...in specific ways
- Working on the actual target behavior



19

---

---

---

---

---

---

---

---

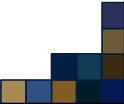
IFIOC

## Maintenance

(takes minimum 6 mo Action – up to 2 yrs Action)

*“We are what we repeatedly do. Excellence, therefore, is not an act, but a habit.”*  
Aristotle

- ❖ Achieved goal and sustaining the gains
- ❖ Continuing healthy strategies
- ❖ Maintaining focus
- ❖ Pursuing new goals



20

---

---

---

---

---

---

---

---

IFIOC

## Relapse/Recycle:

A step back, **NOT** a failure



“You can’t fall off a mountain”  
Jack Kerouac

21

---

---

---

---

---

---


---

---

IFIOC

## Relapse/Recycle:

- Total behavior change in the beginning is rare
- People backslide, even those serious about behavior change
- Triggers exist for all of us (**HALT**)
- Intensity of this stage is MAJOR indicator of who's most invested



22

---

---

---

---

---

---



---

---

IFIOC

## Stages of Change Model

- Normal to move back and forth through stages
- Time in any stage may be transient (lasting for moments, minutes, days, weeks...)

23

---

---

---


---

---

---

---

---



Awaken the mind.

# EMPATHY

would this help?

24

---

---

---

---

---

---

---

---





25

---

---

---

---

---

---

---

---



26

---

---

---


---

---

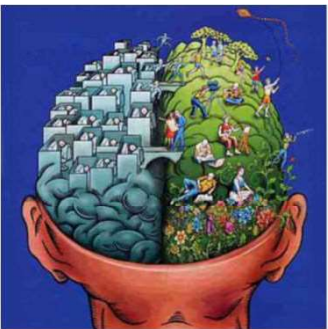
---

---

---

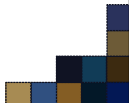


## Strategic Reflections



*“Listening looks easy, but it’s not simple. Every head is a world.”*

Cuban proverb



27

---

---

---

---

---

---

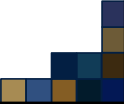
---

---

IFIOC

## Strategic Reflections

- Verbalizing who they are and what they are about
  - "You..."
  - "It's..."
  - "So..."
- **Inferences** and implications regarding what he/she feels, wants, and seeks for goals
- Step inside their reality



28

---

---

---

---

---


---

---

---

IFIOC

## Strategic Reflections



Rogers: **Non-directional**  
MI: **Strategic**

29

---

---

---

---


---

---

---

---

## Resistance vs. Ambivalence



A large grey arrow points from the Resistance image to the Ambivalence image.

30

---

---

---

---

---

---

---

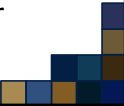
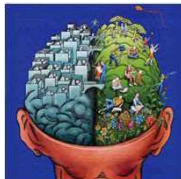
---

IFIOC

## Strategic Reflections

**Reduces RESISTANCE...**

- Seeking to understand their ideas
- Gets their thoughts out of their head
- Helps clarify unspoken feelings
- NOT a matter if we are right or wrong



31

---

---

---

---

---

---

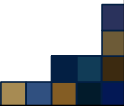
---

---

IFIOC

## Carl Roger's Paradox

*People are often more persuaded by what they **hear themselves say** than by what other people tell them.*



32

---

---

---

---

---

---

---

---

IFIOC

## 4 Types of Talk

- Resistance Talk**
- Sustain Talk**
- Change Talk**
- Commitment Talk**



33

---

---

---

---

---


---

---

---

IFIOC

## Resistance Talk



- Focusing attention outside of self
- Any message that someone or something else is the problem
- Making it personal towards you
- 'Fight' or 'Blame' talk

34

---

---

---

---

---

---


---

---

IFIOC

## Sustain Talk

- Any rationale for why behavior is not going to change
- Any message of being stuck or planning on staying the same
- One side of the coin of ambivalence



35

---

---

---

---

---

---

---

---

IFIOC



## Sustain Talk

↓

**Commitment to Status Quo**

↓

**No Behavior Change**

36

---

---

---

---

---

---

---

---

## Resistance vs. Sustain

### RESISTANCE Talk

- ✓ Focusing outside self
- ✓ Relationally oriented
- ✓ Fight Talk
- ✓ Lightning Rod language
- ✓ Making it personal

#### RESPONSE:

Empathic Reflection  
"You feel..."

### SUSTAIN Talk

- ✓ Focusing internally
- ✓ Staying the same
- ✓ Stuck talk
- ✓ Status quo
- ✓ About his/her behavior
- ✓ Natural w/ ambivalence

#### RESPONSE:

Rescue change talk  
"You want..."

37

---

---

---

---

---

---

---

---

## Change Talk

- ❖ Change talk is speech that favors the direction of the change
- ❖ Natural with ambivalence – opposite side of Sustain Talk
- ❖ What the client really wants... underlying goals &/or values

38

---

---

---

---

---

---

---

---

## Listening for Change Talk



DESIRE: *want, wish, like*

ABILITY: *how could, might, can*

REASONS: *should, because*

NEED: *have to, need, important*

39

---

---

---

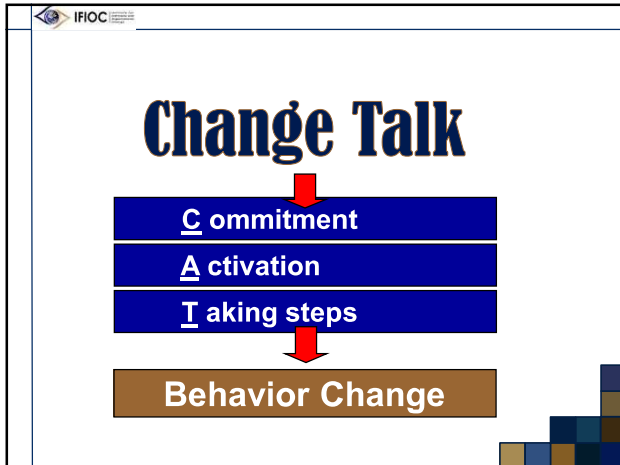
---

---

---

---

---



40

---

---

---

---

---

---

---

---

## Listening for Change Talk

- ❖ Your sense of the "Top of the Mountain"
- ❖ Vision of happier and/or healthier
- ❖ Hypothetical statements about change
- ❖ Problem recognition
- ❖ Stating the case or virtues of changing
- ❖ Identity (I'm not THAT person)
- ❖ "Should" statements

41

---

---

---

---

---

---

---

---

## Strategic Reflections

**Empathy**  
How he/she feels

**GUIDING**  
What he/she wants

42

---

---

---

---

---

---

---

---

# Strategic Reflections

*"I just feel so stressed and depressed and no medication seems to help. I don't know how much more I can take."*

**Empathy** (How he/she feels)

*"Your situation is really taking its toll on you."*

**GUIDING** (What he/she wants)

*"You want to find a solution that will provide some relief."*

---

---

---

---

---

---

---

---

43

## Strategically Responding...

### SUSTAIN TALK

*"I haven't taken my meds for three months because mental health excluded me for some stupid reason."*

ST

CI

"What would it take for you to reconnect with mental health services?"

"And there is part of you that really wants to get back on your meds?"

"Are there other reasons you haven't been taking your meds?"

"Mostly it's because you don't like taking your meds."

### CHANGE TALK

*I got sick and rescheduled my med appointment which is what they told me to do."*

ST

CI

"How have you thought about following up on that?"

"You are working to hold up your end of the deal."

"So why didn't you follow-up after that?"

"You got sick, that's why you cancelled."

### CHANGE TALK & SUSTAIN TALK

*"I would love to stop smoking weed, but for some reason I just can't get away from it."*

ST

CI

"What are some of the reasons you'd like to quit?"

"Getting away from it is still important to you."

"So why won't you just give it another shot?"

"It feels almost impossible to not have it in your life."

---

---

---

---

---

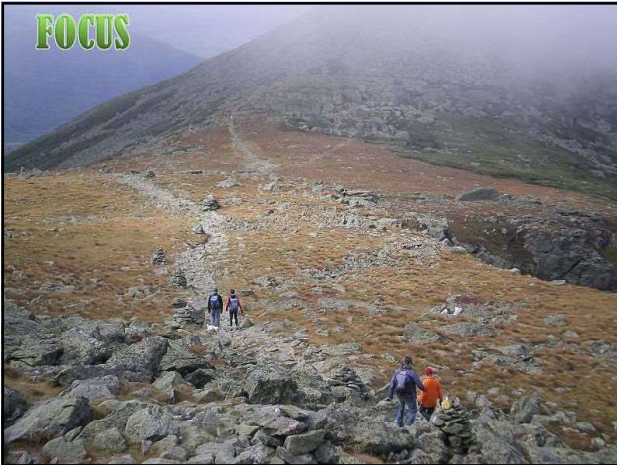
---

---

---

44

## FOCUS



---

---

---

---

---

---

---

---

45



46

---

---

---

---

---

---

---

---



47

---

---

---


---

---

---

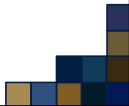
---

---

 IFIOC

## MI Intentions

- Supporting Autonomy & Activation
- Guiding
- Expressing Empathy
- Partnering
- Evoking



48

---

---

---

---

---

---

---


---



IFIOC

## Supporting Autonomy & Activation

- Encourages and supports the client's autonomy and freedom to choose.
- Engages and affirms the client's self-efficacy and personal agency.
- Works from an assumption that individuals have an innate desire and capacity for evolution and growth.
- Operates from a strength-based approach that elucidates and supports the actuation of the client's goals, values, and choices.



49

---

---

---

---

---

---

---


---

IFIOC

## Guiding

- Navigate the conversation towards the goal of the referral, presenting problem, target behavior, or topic of concern.

*"The client is the captain whose ship may be stuck, off course, struggling to maintain a course, or have no specified course. The client provides information, feedback and insights while the practitioner helps determine, chart, correct, and maintain a clear course by skillfully navigating the conversation towards a path of insight/solution/resolution."*



50

---

---

---

---

---

---


---

---

IFIOC

## Expressing Empathy

- Actively listen without judgment.
- Grasp the client's thoughts, feelings, experiences, and perspective.
- Conveys that understanding to the client.
- Includes reflective listening, validating the client's reality.
- Works to understand the client's inner experience and effectively communicate that to the client.



51

---

---

---

---

---

---

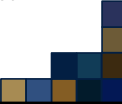
---

---

IFIOC

## Partnering

- Fosters a collaborative process with the client.
- Functions as one of **two equal partners** who are **working together towards the client's goals**.
- Encourages shared balance of power, wherein the client is the acknowledged expert regarding his life.
- Provides relevant and appropriately timed observations, knowledge, insights, and expertise that supports and advances client outcomes.



52

---

---

---

---

---

---


---

---

IFIOC

## Evoking

- Elicits the client's **perspective** on his own thoughts, barriers, knowledge, feelings, ideas, motivators, goals, values, and solutions regarding the target behavior and change.
- Operates both from a place of genuine curiosity and from a belief that the motivation for change and the ability to change exists within the client.
- Focuses efforts to skillfully elicit, explore, and expand those client perspectives.



53

---

---

---

---

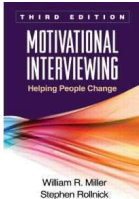
---

---

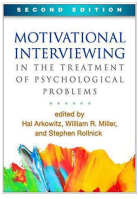
---

---

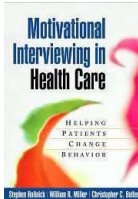
## Motivational Interviewing



**Motivational Interviewing, Third Edition: Helping People for Change**  
by William Miller & Stephen Rollnick



**Motivational Interviewing in the Treatment of Psychological Problems**  
by William Miller, Stephen Rollnick, Hal Arkowitz, & Henry Westra



**Motivational Interviewing in Health Care: Helping Patients Change Behavior** by William Miller, Stephen Rollnick, & Christopher Butler

54

---

---

---

---

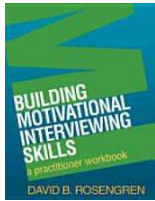
---

---

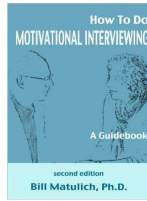
---

---

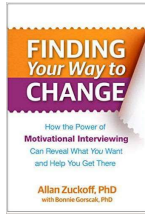
# Motivational Interviewing



Building Motivational Interviewing Skills  
by David Rosengren



How To Do Motivational Interviewing  
by Bill Matulich



Finding Your Way to Change  
by Allan Zuckoff

---

---

---

---

---

---

---

---

55

 [fioc.com/trainings](http://fioc.com/trainings)

 **Institute for Individual and Organizational Change**

 [@IFIOC](https://twitter.com/IFIOC)

[casey.jackson@ifioc.com](mailto:casey.jackson@ifioc.com)

---

---

---

---

---

---

---

---

56