Motivational Interviewing and Supported Employment: Why Use It?

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Motivational Interviewing

- Model of skills and techniques to help clients become ready, willing, and able to change
- Person-centered, directive and non-confrontational
- Uses reframing and silence to reveal
  - individual personal strengths
  - discrepancies between stated values and behaviors
Components of the Model

- Understanding the process of behavior change
- Principles of Motivational Interviewing
- Building Motivation for Change
- Committing to Change
Understanding the process of behavior change

- People change behavior because they are
  - Ready
  - Willing
  - Able

- Change is not linear
- Change is most persistent when it is internally motivated
Stages of Change

- Precontemplation
- Contemplation
- Preparation
- Action
- Maintenance
- Recycling
Precontemplation

- The person is not considering change
  - No intention to change
  - He or she does not perceive a problem
  - Does not see a need to, or is unwilling to change
Precontemplation

Characteristics

- Defensive, in denial
- Resistant to suggestions around change
- Uncommitted or passive
- Consciously or unconsciously avoiding steps to change
- Pressured by others to change
- Feeling coerced to change
Contemplation

- The person is considering change
- May seesaw ambivalently between changing and status quo
  - Perhaps weighing the costs and benefits of change
  - Decisional balance
Contemplation

- Characteristics
  - Trying to understand and evaluate behavior
  - When in doubt, don’t change
  - Has made previous attempts to change
Contemplation Stage

- Support self efficacy - change can occur
- “Keep thinking about it”!
- Payout matrix
  - Pros of working
  - Cons of working
  - Pros of not working
  - Cons of not working
# Payout Matrix

## Payout Matrix Table

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Preparation

- The person is clear that a change is needed
  - Attitude
  - Behavior
- Intends to change soon
- Is getting ready or is considering what to do
Preparation

- Characteristics
  - Intends to change
  - Realizes benefits outweigh costs
  - Engaged in the change process
  - Is making a plan
Action

- The person has identified one or more steps to take
- Acquires skills to begin implementation
- Is committed to change
- Implements change
Action

Characteristics

- Verbalized or demonstrated a commitment to change
- Willing to follow suggested strategies for change
- Steps are being taken to change
Maintenance

- Occurs approximately six months after desired change has occurred
- Able to sustain change indefinitely
Maintenance

- Characteristics
  - Works to sustain change
  - Attention is focused on avoiding relapse
  - May experience yearning to go back to previous ways
Recycling

- Relapse is a normal part of the change process
- Most people cycle through the stages several times before achieving stable change
Ambivalence

- “I want to, and I don’t want to”
  - A normal part of the change process
  - Helping to resolve ambivalence is a key step in facilitating change
  - Resolving ambivalence uncovers a client’s intrinsic motivation for change
Ambivalence

- Viewed as a decisional balance
  - between the costs and benefits of change, and
  - the costs and benefits of the status quo
- Examining costs and benefits is an important focus of motivational interviewing
  - Payout matrix
Principles of Motivational Interviewing

- Support self-efficacy
- Express empathy
- Develop discrepancy
- Roll with resistance
Support Self-Efficacy

- Enhance the client’s confidence in his or her ability to change
- Express your belief that the client can change
- The belief that change is possible is essential to effective change
Express Empathy

- Reflective Listening
  - Key to expressing empathy
  - Reflect the client’s statements back in a reframed, nonjudgmental way with an attitude of acceptance
    - “I hear you. I understand your situation.”
  - Acceptance does not imply agreement or approval
    - Rather, you understand the client’s perspective
    - Accept and understand the situation without endorsing the behavior
  - Most effective when used as directive reframing
Express Empathy (continued)

- An empathetic attitude
  - Includes accepting a client’s ambivalence towards change
  - Be present
- View the client’s reluctance to change as a normal part of the process,
  - rather than a pathological defensiveness
Develop Discrepancy

- Amplify the discrepancies the client identifies between
  - current behavior
  - personal goals, and
  - values

- Use discrepancy to increase the client’s awareness of the importance of change
Roll with Resistance

- When encountering resistance to change, do not confront it directly
  - Reframe it and reflect it in a way that decreases resistance
  - Avoid arguing for change
- Encountering resistance is a sign you should shift your approach
Resistance is a natural reaction to change.

Roll with Resistance
Resistance to Change

- Types of Resistant Behavior
  - Arguing
    - Challenging, discounting, hostility
  - Interrupting
    - Talking over, cutting off
Resistance to Change

Types of Resistant Behavior *(continued)*

- **Negating**
  - Blaming, disagreeing, excusing, claiming impunity, minimizing, pessimism, reluctance, unwillingness

- **Ignoring**
  - Inattention, nonanswers, no response, sidetracking

Response to Resistance

- Responses to resistance that are sure to increase dissonance:
  - Arguing for change
    - Trying to persuade the client to change
  - Assuming the expert role
    - Lecturing and assuming an “I have the answers” attitude
  - Criticizing, shaming, or blaming
    - Trying to instill negative emotions about the status quo
Response to Resistance

Responses to resistance that are sure to increase dissonance (continued):

- Labeling
  - Identifying the client by a diagnosis
- Being in a hurry
  - Trying to force an outcome for the sake of expediency
- Claiming preeminence
  - The “I know what is best” attitude
Dissonance

Dissonance may be caused by any of the following:

- A mismatch between your counseling strategy and the client’s readiness for change
- You and your client have different agendas
- Anger and/or frustration from either party
- A misunderstanding of intent
- Lack of agreement about roles
Building Motivation for Change

- Initial focus: enhance the client’s intrinsic motivation for change
  - Assess the *importance* of change to the client
  - Assess the client’s *confidence* in his or her ability to change
    - Listen
    - Ask open ended questions
    - Check your perceptions
Building Motivation for Change

- Enhance importance and confidence until the client is ready to commit to change
- Importance, confidence, and motivation relate in complex ways
Building Motivation for Change

The client will initially be in one of the following categories:

- Low Importance – Low Confidence
  - Change is not important and they don’t believe they could change if they tried

- Low Importance – High Confidence
  - Believe they could change if they wanted to, but it’s not that important to them
Building Motivation for Change

The client will initially be in one of the following categories *(continued)*:

- **High Importance – Low Confidence**
  - Want to change, but don’t believe they could succeed if they tried

- **High Importance – High Confidence**
  - Realize the need to change and believe they can make the change
Early Methods for Building Motivation

- Motivational interviewing begins building motivation for change in the very first session

- Two important goals of the first session
  - Establish the opening structure
  - Set the counseling agenda
Early Methods for Building Motivation

- Four principle motivational interviewing methods (OARS)
  - Open-ended Questions
  - Affirming
  - Reflective Listening
  - Summarizing
How These Methods Apply To Employment

- Ask **Open-ended questions**
  - What are your thoughts about going to work?
    - What are the benefits? What are the negatives?
  - What supports have helped in the past?
  - What supports might you need for this job?
  - Who would you share this information with?
How These Methods Apply To Employment

- **Affirm and support the client**
  - That seems like a good match for your skills and interests.
  - What are your thoughts about talking with someone who is currently working in that field?
  - I can give you contact information if you would like arrange an appointment for an informational interview.
How These Methods Apply To Employment

- Reflective listening
  - I hear you saying that you are creative and computer savvy.
  - You did some research. What did you discover about working in the computer field?
How These Methods Apply To Employment

- **Summarizing**
  - So, your ultimate goal is to be a web designer.
  - You’ve looked into classes; what other steps need to be taken to achieve that goal?
## How Does MI Fit With SE?

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<tr>
<th>Stage of Change</th>
<th>What about Work?</th>
<th>Intervention</th>
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<tr>
<td>Pre-Contemplation</td>
<td>“I don’t need a job; there’s nothing wrong with not working.”</td>
<td>Reflective listening, develop discrepancy, ask open-ended questions, roll with resistance: explore incentives of status quo</td>
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<td>Contemplation</td>
<td>“I would like a job, but I don’t want to fail again.”</td>
<td>Payout matrix, open-ended questions, reflective listening, affirmation: explore / resolve ambivalence</td>
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<td>“I’m ready to get a job.”</td>
<td>Affirmation, reflective listening, support self-efficacy: explore career interests, requirements</td>
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<td>Action</td>
<td>“I saw an ad for a job that matches my skills and interests.”</td>
<td>Affirmation, open-ended questions, summarizing: prepare for job application, interview process</td>
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<td>“I feel good about this job and have made some real progress.”</td>
<td>Reflective listening, affirmation, summarizing: how to maintain stability?</td>
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<td>Recycling</td>
<td>“I quit my job.”</td>
<td>Reflective listening, open-ended questions, express empathy, develop discrepancy: goal is to move to an earlier stage of change</td>
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Examples

- Client repeatedly accepts job offers without thinking through or exploring conditions such as hours of work, transportation plans that result in inability to sustain employment
  - What motivational techniques could be utilized?
Examples

- Client routinely calls out, “not feeling well”
  - What motivational techniques could be utilized?
Getting Started

- Review resource materials
- Attend to your behavior
  - Are you with the person in the moment or are you distracted by your issues?
- Raise your awareness of how you are communicating
  - Are you creating dissonance?
  - Do you use open-ended questions?
- Focus on mastering specific skills one at a time
Materials Adapted From

- **Dartmouth Psychiatric Research Center**
  - New Hampshire Division of Behavioral Health and the Dartmouth Medical School
    - [www.dms.dartmouth.edu/prc/about](http://www.dms.dartmouth.edu/prc/about)

- **Motivational Interviewing** (online instruction)
  - Maryland WorkFORCE Promise
    - [www.mdworkforcepromise.org](http://www.mdworkforcepromise.org)

- **Motivational Interviewing**
  - Motivational Interviewing Network of Trainers
    - [www.motivationalinterview.org](http://www.motivationalinterview.org)

- **State of Oregon Department of Human Services**
  - Addiction Services