Motivational Interviewing and Supported Employment: Why Use It?
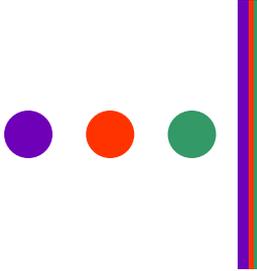
Michael Karabelnikoff
Anne Rea
Way Station, Inc.

230 West Patrick Street
Frederick, MD

WAY STATION
A Subsidiary of Sheppard & Enoch Pratt Foundation

**www.waystationinc.org**
301-662-0099

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
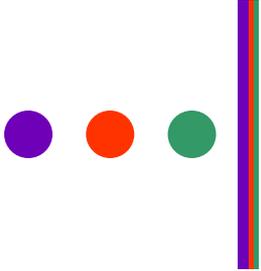
Components of the Model

- Understanding the process of behavior change

- Principles of Motivational Interviewing

- Building Motivation for Change

- Committing to Change
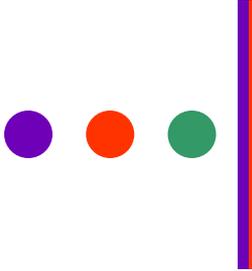
Understanding the process of behavior change

○ People change behavior because they are
  ● Ready
  ● Willing
  ● Able
○ Change is not linear
○ Change is most persistent when it is internally motivated

WAY STATION
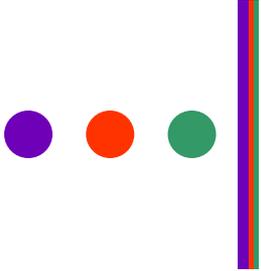A Subsidiary of Sheppard & Enoch Pratt Foundation
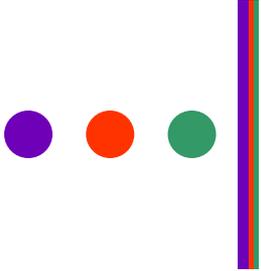
Stages of Change

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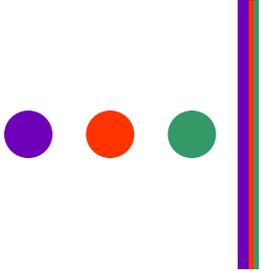
Precontemplation

- 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
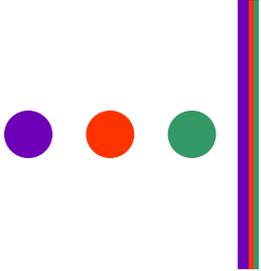
Precontemplation

○ 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
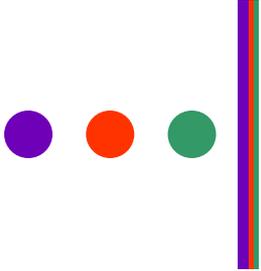
Contemplation

○ The person is considering change

○ May seesaw ambivalently between changing and status quo

- Perhaps weighing the costs and benefits of change
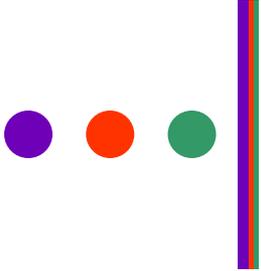
- Decisional balance

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
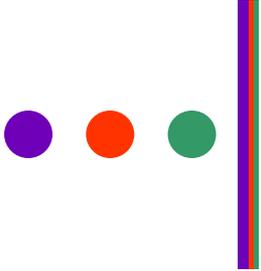- Pros of not working
- Cons of not working

Payout Matrix

PAYOUT MATRIX

PROS OF WORKING

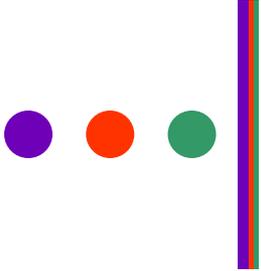_____
_____
_____
_____
_____

CONS OF WORKING

_____
_____
_____
_____
_____

PROS OF NOT WORKING

_____
_____
_____
_____
_____

CONS OF NOT WORKING

_____
_____
_____
_____
_____

Preparation

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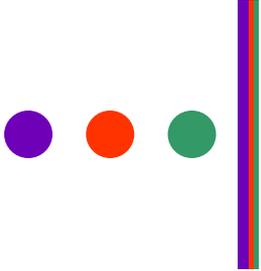- Is getting ready or is considering what to do
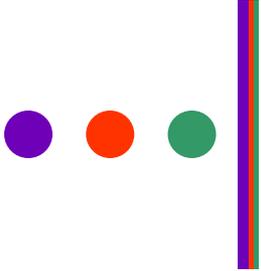
Preparation

○ 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

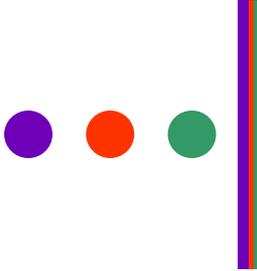- Is committed to change

- Implements change

Action

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

WAY STATION
A Subsidiary of Sheppard & Enoch Pratt Foundation
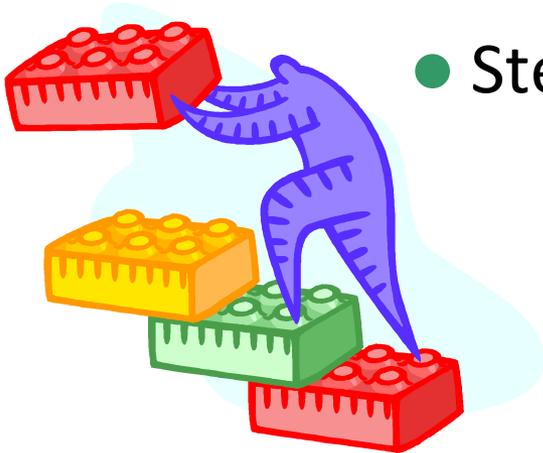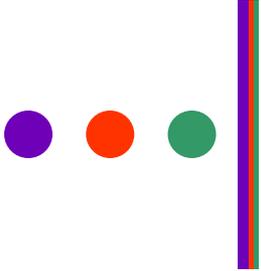
Maintenance

○ Occurs approximately six months after desired change has occurred

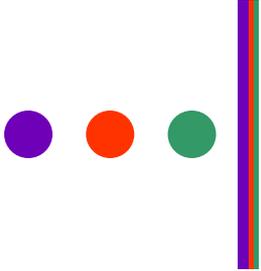○ Able to sustain change indefinitely

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
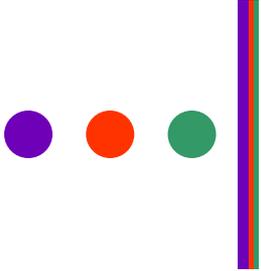
Ambivalence

○ *"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
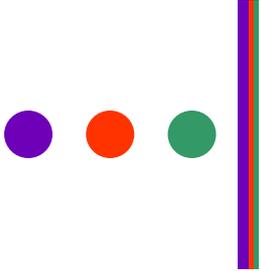
Ambivalence

- 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
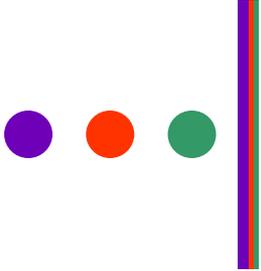
Principles of Motivational Interviewing

○ Support self-efficacy

○ Express empathy

○ Develop discrepancy

○ Roll with resistance
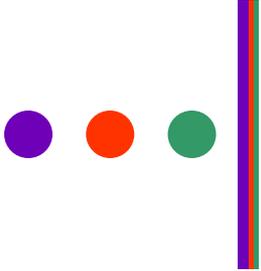
Support Self-Efficacy

○ 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
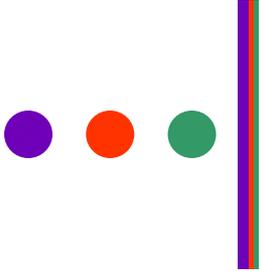 - Reflect the client's statements back in a reframed, nonjudgmental way with an attitude of acceptance
    - "I hear you. I understand your situation."
- Acceptance does not imply agreement or approval
  - Rather, you understand the client's perspective
  - Accept and understand the situation without endorsing the behavior
- Most effective when used as directive reframing

WAY STATION
A Subsidiary of Sheppard & Enoch Pratt Foundation
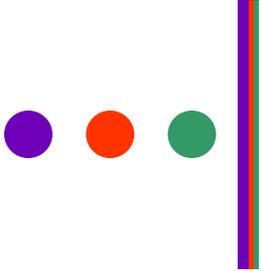
Express Empathy *(continued)*

○ 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

WAY STATION
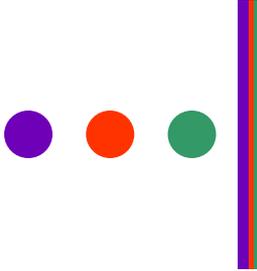A Subsidiary of Sheppard & Enoch Pratt Foundation

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
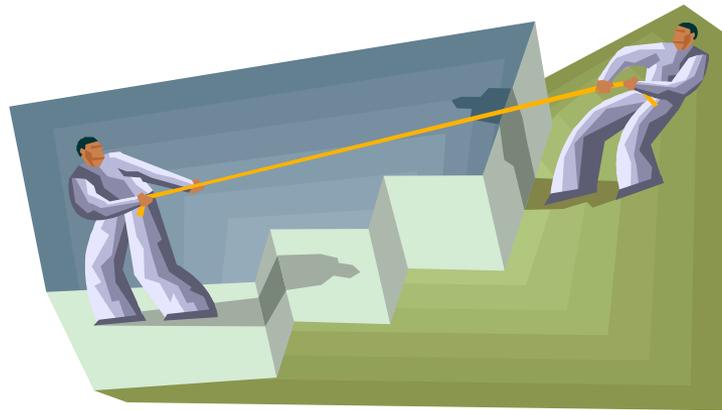
Roll with Resistance

Resistance
is a
natural
reaction
to change
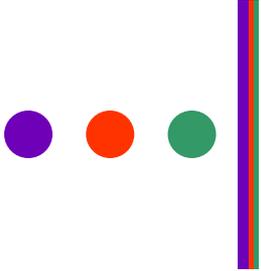
Resistance to Change

○ Types of Resistant Behavior

- Arguing
  - Challenging, discounting, hostility
- Interrupting
  - Talking over, cutting off
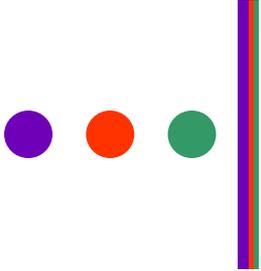
Resistance to Change

○ Types of Resistant Behavior *(continued)*

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

- Ignoring
  - Inattention, nonanswers, no response, sidetracking

Miller, W., & Rollnick, S. (2002).
Motivational Interviewing, Preparing People for Change, 48.

WAY STATION
A Subsidiary of Sheppard & Enoch Pratt Foundation

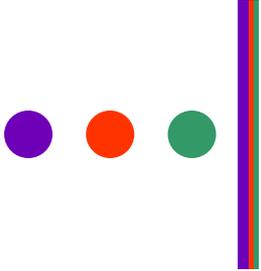# Response to Resistance

○ 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

WAY STATION
A Subsidiary of Sheppard & Enoch Pratt Foundation
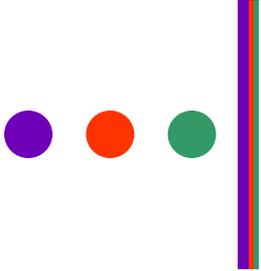
Response to Resistance

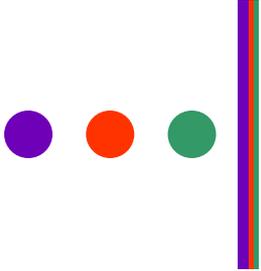○ Responses to resistance that are sure to increase dissonance *(continued)*:

- 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

WAY STATION
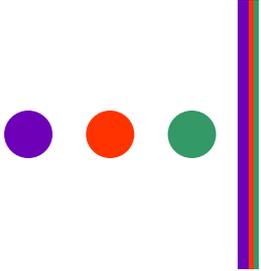A Subsidiary of Sheppard & Enoch Pratt Foundation

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

WAY STATION
A Subsidiary of Sheppard & Enoch Pratt Foundation
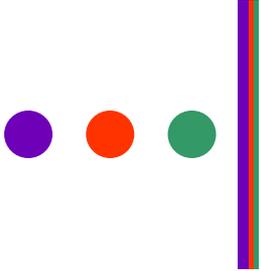
Building Motivation for Change

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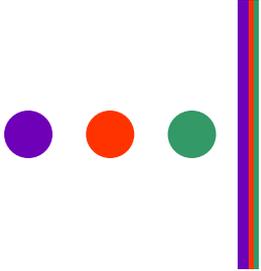
Building Motivation for Change

○ The client will initially be in one 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
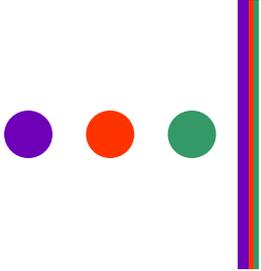
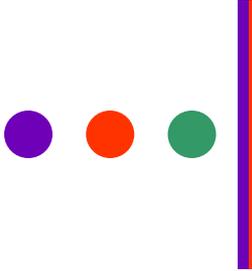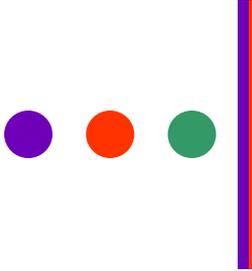# Building Motivation for Change

○ The client will initially be in one 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

WAY STATION
A Subsidiary of Sheppard & Enoch Pratt Foundation

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)

- **O**pen-ended Questions
- **A**ffirming
- **R**eflective Listening
- **S**ummarizing

WAY STATION
A Subsidiary of Sheppard & Enoch Pratt Foundation
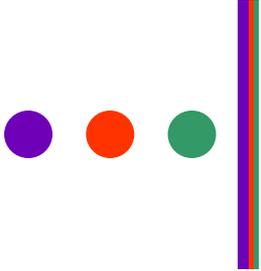
How These Methods Apply To Employment

○ Ask **O**pen-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?
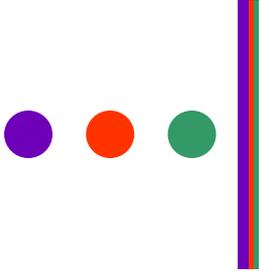
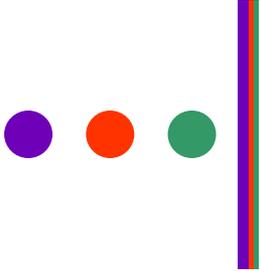# How These Methods Apply To Employment

○ **A**ffirm 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.

WAY STATION
A Subsidiary of Sheppard & Enoch Pratt Foundation
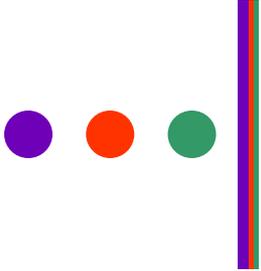
How These Methods Apply To Employment
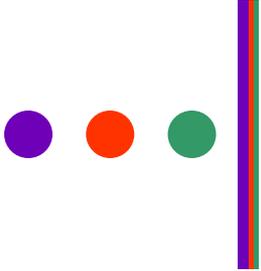
○ **R**eflective listening

- 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

○ **S**ummarizing
- 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?

WAY STATION
A Subsidiary of Sheppard & Enoch Pratt Foundation

How Does MI Fit With SE?

Stage of Change	What about Work?	Intervention
Pre-Contemplation	"I don't need a job; there's nothing wrong with not working."	Reflective listening, develop discrepancy, ask open-ended questions, roll with resistance: explore incentives of status quo
Contemplation	"I would like a job, but I don't want to fail again."	Payout matrix, open-ended questions, reflective listening, affirmation: explore / resolve ambivalence
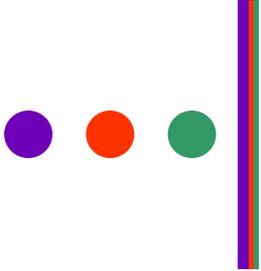
# How Does MI Fit With SE?

| Stage of Change	What about Work?	Intervention
Preparation	"I'm ready to get a job."	Affirmation, reflective listening, support self-efficacy: explore career interests, requirements
Action	"I saw an ad for a job that matches my skills and interests."	Affirmation, open-ended questions, summarizing: prepare for job application, interview process
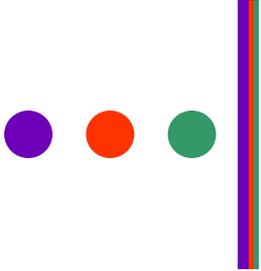
How Does MI Fit With SE?

Stage of Change	What about Work?	Intervention
Maintenance	"I feel good about this job and have made some real progress."	Reflective listening, affirmation, summarizing: how to maintain stability?
Recycling	"I quit my job."	Reflective listening, open-ended questions, express empathy, develop discrepancy: goal is to move to an earlier stage of change

Way Station
A Subsidiary of Sheppard & Enoch Pratt Foundation
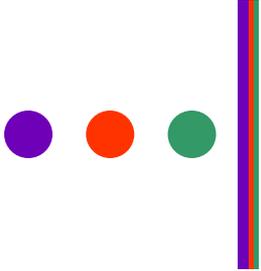
Examples

○ 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?
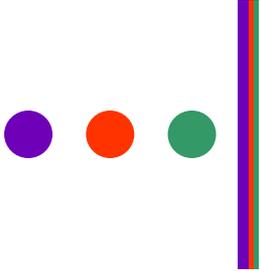
Examples

○ Client routinely calls out, "not feeling well"

- What motivational techniques could be utilized?
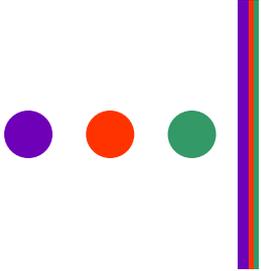
Getting Started

○ 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

WAY STATION
A Subsidiary of Sheppard & Enoch Pratt Foundation
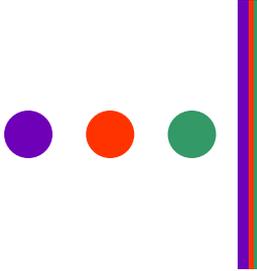
Materials Adapted From

- *Dartmouth Psychiatric Research Center*
  - New Hampshire Division of Behavioral Health and the Dartmouth Medical School
    www.dms.dartmouth.edu/prc/about
- *Motivational Interviewing* (online instruction)
  - Maryland WorkFORCE Promise
    www.mdworkforcepromise.org
- *Motivational Interviewing*
  - Motivational Interviewing Network of Trainers
    www.motivationalinterview.org
- *State of Oregon Department of Human Services*
  - Addiction Services
    www.oregon.gov/DHS/addiction/index.shtml

Way Station
A Subsidiary of Sheppard & Enoch Pratt Foundation