

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

---

---

---

---

---

---

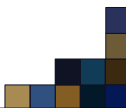
---

---

**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

---

---

---

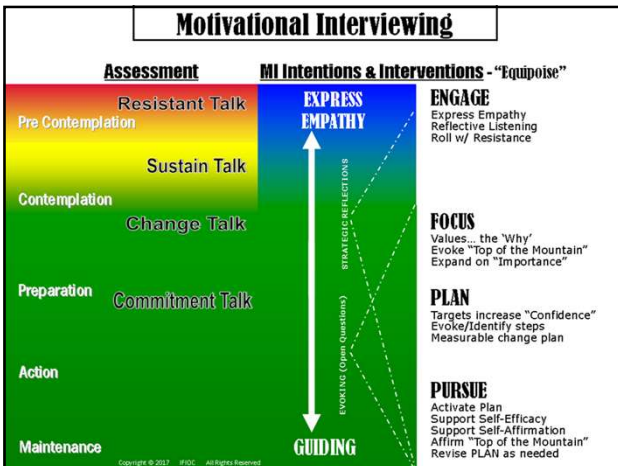
---

---

---

---

---



8

---

---

---

---

---

---

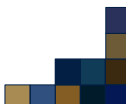
---

---

**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.**



9

---

---

---

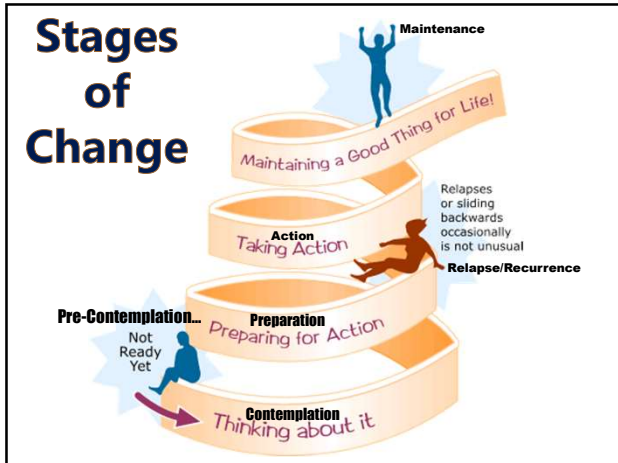
---

---

---

---

---



10

---

---

---

---

---

---

---

---

**Cues for Pre-Contemplation**

Unaware that a problem exists

Does not intend to change

**IGNORES/RESISTS EVIDENCE**

Too discouraged to change

11

---

---

---

---

---

---

---

---

**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

12

---

---

---

---

---

---

---

---

# 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'

13

---

---

---

---

---

---

---

---

# Equipoise

"Balance of forces or interests"

"Equally supported in a steady position"

"Internal state of equilibrium or balance"

14

---

---

---

---

---

---

---

---

# 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

15

---

---

---

---

---

---

---

---



16

---

---

---

---

---

---

---

---



17

---

---

---

---

---

---

---

---

IFIOC

## Contemplation

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

18

---

---

---

---

---

---

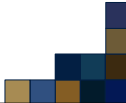
---

---

IFIOC

## Preparation

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



19

---

---

---

---

---

---

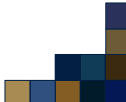
---

---

IFIOC

## Action

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



20

---

---

---

---

---

---

---

---

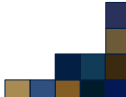
IFIOC

## 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**



21

---

---

---

---

---

---

---

---

IFIOC

## Relapse/Recycle:

A step back, **NOT** a failure



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

22

---

---

---

---

---

---


---

---

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



23

---

---

---

---

---

---


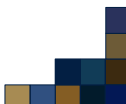
---

---

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...)

24

---

---

---

---

---

---

---

---





25

---

---

---

---

---

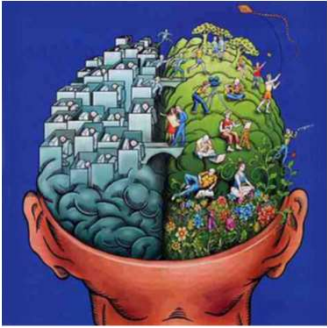
---

---

---

IFIOC

## Strategic Reflections



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

Cuban proverb

26

---

---

---

---

---

---

---

---

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

27

---

---

---

---

---

---

---

---

IFIOC

## Strategic Reflections



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

28

---

---

---

---

---

---

---

---

---

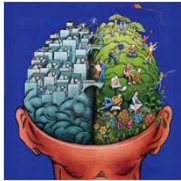
---

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



29

---

---

---

---

---

---

---

---

---

---

IFIOC

## 4 Types of Talk

**Resistance Talk**

**Sustain Talk**

**Change Talk**

**Commitment Talk**

30

---

---

---

---

---

---

---


---

---

---

**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



31

---

---

---

---


---

---

---

---

**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

32

---

---

---

---

---

---

---

---



**Sustain Talk**

↓

Commitment to Status Quo

↓

No Behavior Change

33

---

---

---

---

---

---

---

---

**Resistance vs. Sustain**

<p><b>RESISTANCE Talk</b></p> <ul style="list-style-type: none"> <li>✓ Focusing outside self</li> <li>✓ Relationally oriented</li> <li>✓ Fight Talk</li> <li>✓ Lightning Rod language</li> <li>✓ Making it personal</li> </ul>	<p><b>SUSTAIN Talk</b></p> <ul style="list-style-type: none"> <li>✓ Focusing internally</li> <li>✓ Staying the same</li> <li>✓ Stuck talk</li> <li>✓ Status quo</li> <li>✓ About his/her behavior</li> <li>✓ Natural w/ ambivalence</li> </ul>
--	--



34

---

---

---

---

---

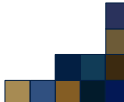
---

---

---

**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



35

---

---

---

---


---

---

---

---

**Listening for Change Talk**


**FedEx** 

DESIRE: *want, wish, like*

ABILITY: *how could, might, can*

REASONS: *should, because*

NEED: *have to, need, important*



36

---

---

---

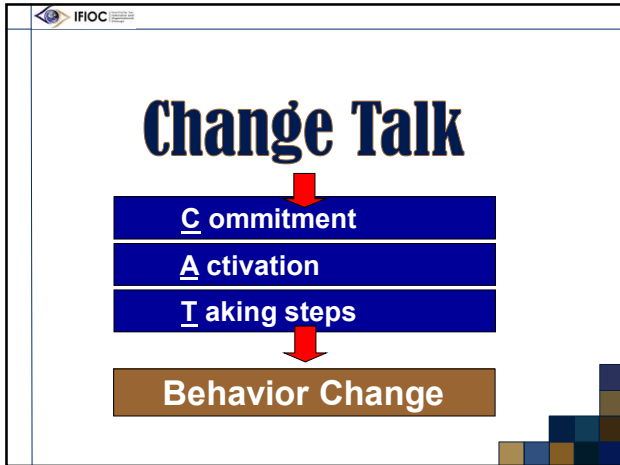
---

---

---

---

---



37

---

---

---

---

---

---

---

---

- 
- 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
- A small bar chart with blue and brown bars is located in the bottom right corner of the slide.

38

---

---

---

---

---

---

---

---

**Strategic Reflections**

**Empathy**  
How he/she feels

**GUIDING**  
What he/she wants

The slide features a photograph of a pregnant woman and a man standing next to her. Below the text 'GUIDING' is a small image of a compass. A small bar chart with blue and brown bars is located in the bottom right corner of the slide.

39

---

---

---

---

---

---

---

---

**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."*

40

---

---

---

---

---

---

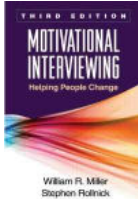
---

---

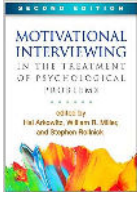
---

---

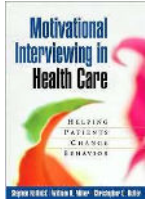
**Motivational Interviewing**



**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

41

---

---

---

---

---

---

---

---

---

---

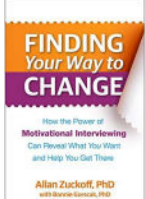
**Motivational Interviewing**



**Building Motivational Interviewing Skills**  
by David Rosengren



**How To Do Motivational Interviewing**  
by Bill Matulich



**Finding Your Way to Change**  
by Allan Zuckoff

42

---

---

---

---

---

---

---

---

---

---



ifioc.com/trainings



Institute for Individual and Organizational Change



@IFIOC

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

43

---

---

---

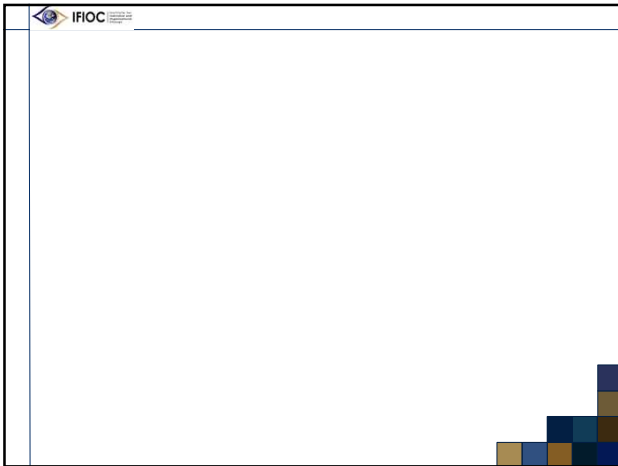
---

---

---

---

---



44

---

---

---

---

---

---

---

---