



Northwest (HHS Region 10)

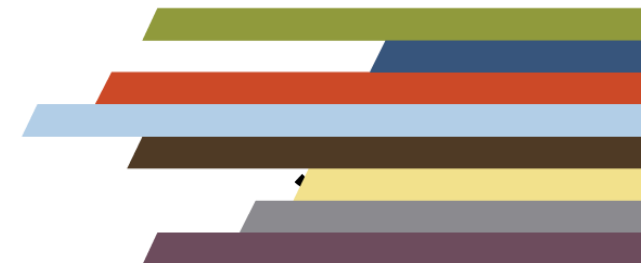
ATTC Addiction Technology Transfer Center Network
Funded by Substance Abuse and Mental Health Services Administration



Northwest ATTC presents:

Leaders of Change: MI for Leaders

Colleen Marshall, LMFT, MA - Director of Behavioral Health
&
Professor Anette Søgaaard Nielsen, MA, PhD





Motivational Interviewing in Leadership:

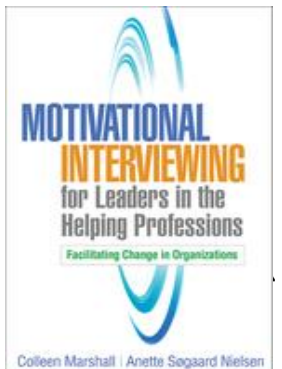
How can you help organizations and employees change
Northwest ATTC webinar

Colleen Marshall, LMFT, MA - Director of Behavioral Health
&
Professor Anette Søgaard Nielsen, MA, PhD

What do we mean by leader?

- Anyone leading a person or team towards change
- Can be most senior leader or leader of a small team

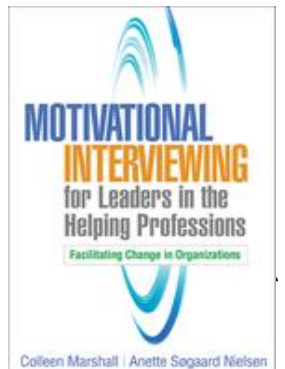
Leading change



What are leadership tasks?

- Strategy
- Planning
- Staff
- Communication
- Budget management

Leading change

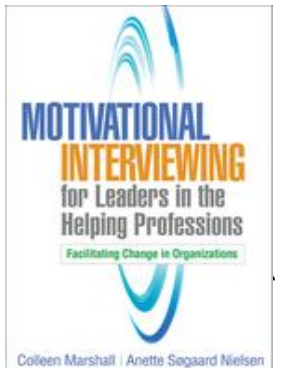


What defines a good leader?

Think of the best leader you have had during your work life.

- What makes you say they were the best, what did they do specifically?
- How did they affect your own growth?
- How did they approach change in individuals and in your whole organization?

What mindset do you think a leader needs to have to help people grow?



Leadership Mindset: Literature review

- **Other-focused**
- **Externally open**
- **Purpose-centered**
- **Internally driven**

Quinn, 2004

- **Integrity**
- **Honesty**
- **Compassion**
- **Trustworthy**

Covey and Conant, 2016, amongst other

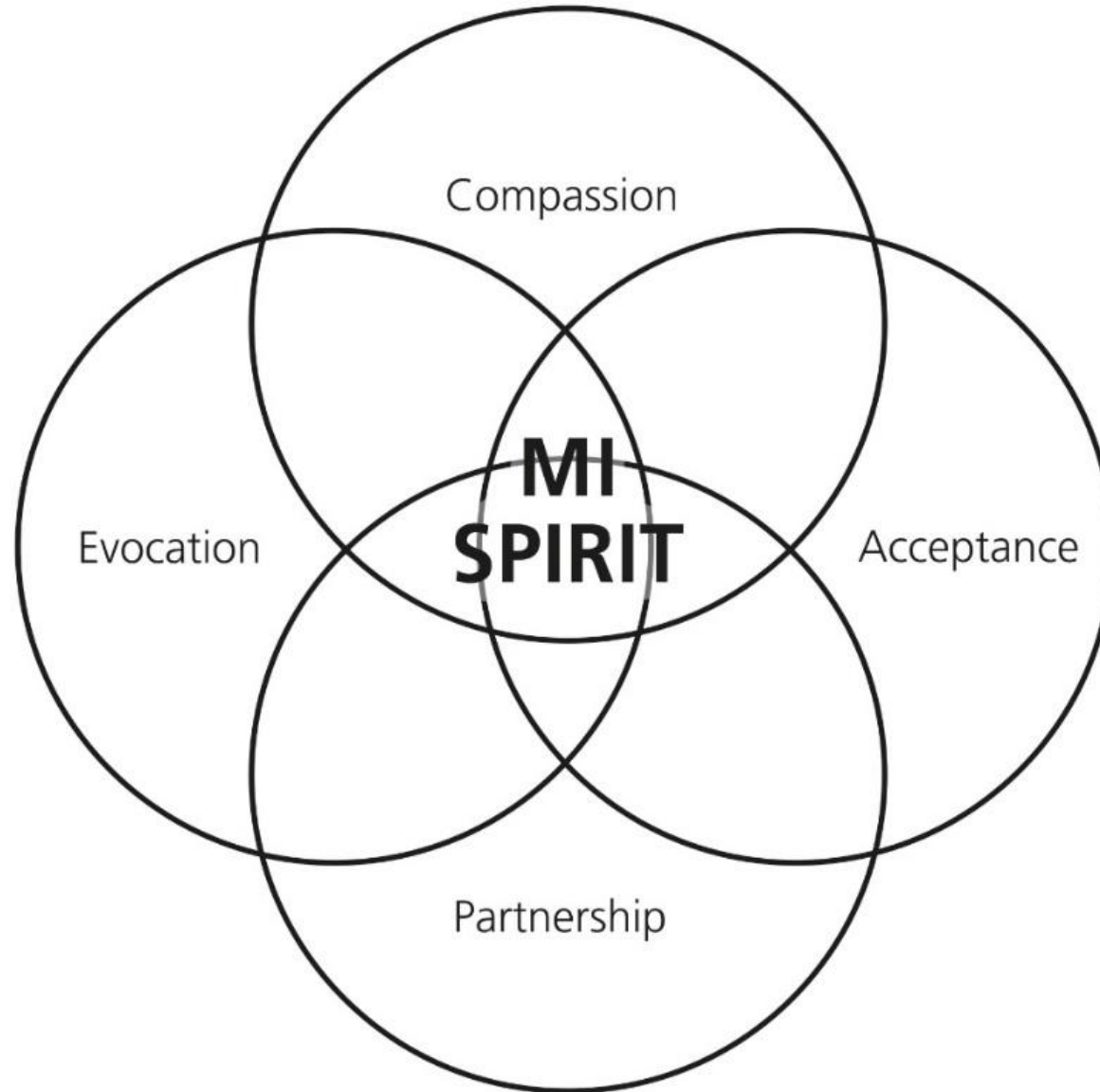


Mindset: Leaders using MI

- Have enough time
- Believe the person can change
- Employee strengths considered
- Is the topic or focus about ambivalence or something else (learning something new, clarification, delegation, etc)
- Believe MI is right tool to use in this context
- Believe the leader is the right one to have the MI conversation

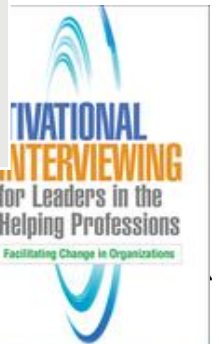


MI spirit = leadership spirit?



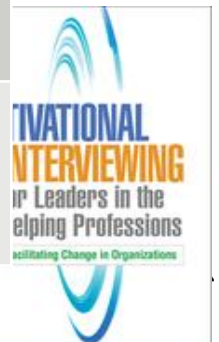
When to use MI – and when NOT to use MI:

	Leader benefits personally from change	Leader is not affected personally by neither change nor status quo	Leader benefits personally from status quo
Employee benefits from change			
Employee neither benefits nor loses by change			
Employee loses by change			



When to use MI – and when NOT to use MI:

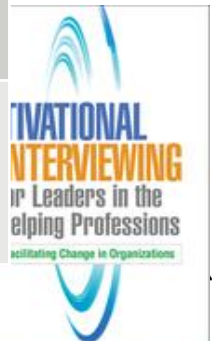
	Leader benefits personally from change	Leader is not affected personally by neither change nor status quo	Leader benefits personally from status quo
Employee benefits from change	MI may be appropriate – with care (you have a bias and desire, ensure you are focused on employee benefit)	MI appropriate	MI may be appropriate - but use with caution (you have bias and need to focus on employee benefit only)
Employee neither benefits nor loses by change			
Employee loses by change			



**Facilitational
INTERVIEWING**
for Leaders in the
helping Professions
Facilitating Change in Organizations

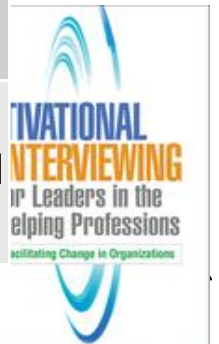
When to use MI – and when NOT to use MI:

	Leader benefits personally from change	Leader is not affected personally by neither change nor status quo	Leader benefits personally from status quo
Employee benefits from change	MI may be appropriate – with care (you have a bias and desire, ensure you are focused on employee benefit)	MI appropriate	MI may be appropriate - but use with caution (you have bias and need to focus on employee benefit only)
Employee neither benefits nor loses by change	MI not appropriate - (you are the only one that benefits and you have a strong bias)	MI appropriate	MI may be appropriate use with caution (you have a bias and need to focus on what is best for the employee)
Employee loses by change			



When to use MI – and when NOT to use MI:

	Leader benefits personally from change	Leader is not affected personally by neither change nor status quo	Leader benefits personally from status quo
Employee benefits from change	MI may be appropriate – with care (you have a bias and desire, ensure you are focused on employee benefit)	MI appropriate	MI may be appropriate - but use with caution (you have bias and need to focus on employee benefit only)
Employee neither benefits nor loses by change	MI not appropriate - (you are the only one that benefits and you have a strong bias)	MI appropriate	MI may be appropriate use with caution (you have a bias and need to focus on what is best for the employee)
Employee loses by change	MI not appropriate	MI not appropriate	MI may be appropriate - (be careful you have a bias and could respond to your own wishes)

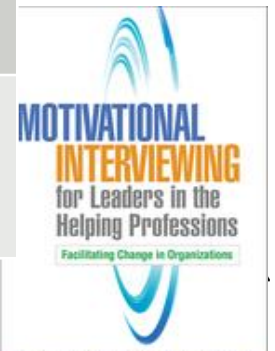


But what if the dilemma is between the organization and the employee?

	Organization benefits of change	Organization is not affected by neither change nor status quo	Organization benefits from status quo
Employee benefits from change	MI may be appropriate - (use with caution because your primary goal as a leader is to serve the organization, in the MI conversation ensure you are focused on the employee benefit only)	MI appropriate	MI may be appropriate - (use with caution because your primary goal as a leader is to serve the organization, in the MI conversation ensure you are focused on the employee benefit only)
Employee neither benefits nor loses by change			
Employee loses by change			

But what if the dilemma is between the organization and the employee?

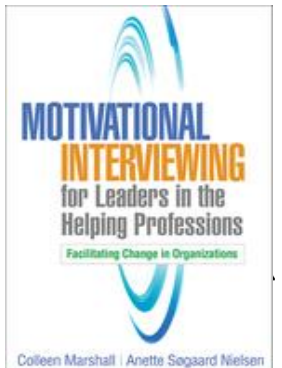
	Organization benefits of change	Organization is not affected by neither change nor status quo	Organization benefits from status quo
Employee benefits from change	MI may be appropriate - (use with caution because your primary goal as a leader is to serve the organization, in the MI conversation ensure you are focused on the employee benefit only)	MI appropriate	MI may be appropriate - (use with caution because your primary goal as a leader is to serve the organization, in the MI conversation ensure you are focused on the employee benefit only)
Employee neither benefits nor loses by change	MI is highly appropriate	MI is highly appropriate	MI may be appropriate
Employee loses by change			



But what if the dilemma is between the organization and the employee?

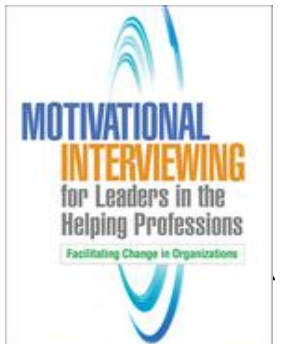
	Organization benefits of change	Organization is not affected by neither change nor status quo	Organization benefits from status quo
Employee benefits from change	MI may be appropriate - (use with caution because your primary goal as a leader is to serve the organization, in the MI conversation ensure you are focused on the employee benefit only)	MI appropriate	MI may be appropriate - (use with caution because your primary goal as a leader is to serve the organization, in the MI conversation ensure you are focused on the employee benefit only)
Employee neither benefits nor loses by change	MI is highly appropriate	MI is highly appropriate	MI may be appropriate
Employee loses by change	MI probably not appropriate	MI probably not appropriate	MI may be appropriate

What is MI?



What is MI?

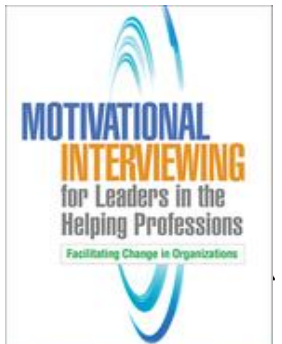
ENGAGING



What is MI?

FOCUSING

ENGAGING

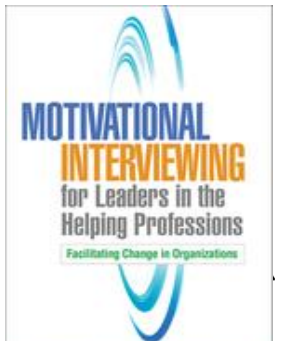


What is MI?

EVOKING

FOCUSING

ENGAGING



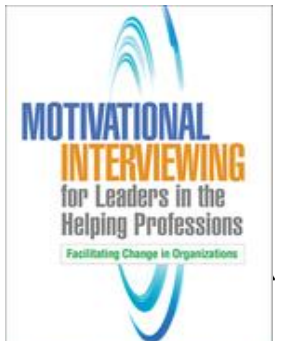
What is MI?

PLANNING

EVOKING

FOCUSING

ENGAGING



Communicative tools

- **Questions**
- **Reflections**
- **Summaries**

- **Listening for Change Talk**
- **Softening Sustain Talk**



A photograph of a dirt path winding through a lush, green landscape. The path is flanked by tall, thin trees and dense bushes. Sunlight filters through the leaves, creating dappled shadows on the ground. In the background, a white building is partially visible through the trees. The text "MI with the individual employee" is overlaid in white, bold, sans-serif font across the center of the image.

MI with the individual employee

Examples:

Rose - (concern she is coming off aggressive in meetings)

Jim - (new to hiring staff)

Be aware:

- **The employee needs to feel safe!**
- **There are lots of things that go into feeling safe**
 - Trust
 - Handling of “failure” or growing process
 - Communicating non-judgement, compassion, empathy and understanding
- **Just to name a few**



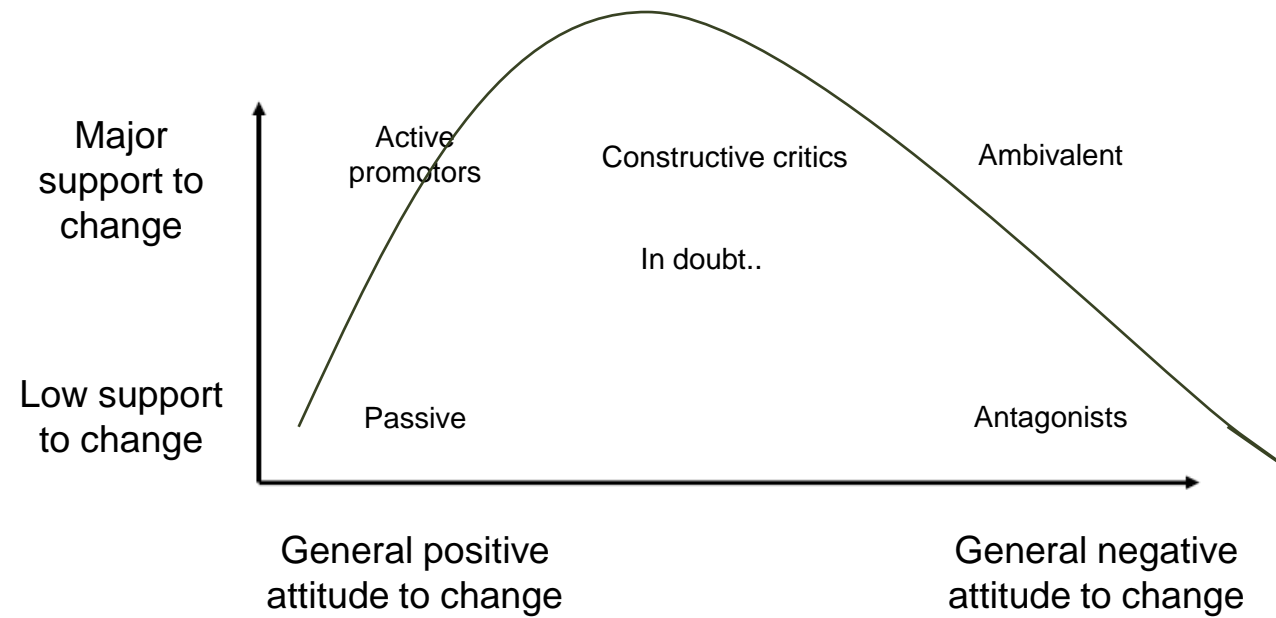
MI with the organization



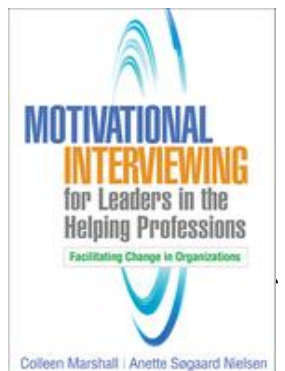
Change in organizations– what we know:

- Just telling staff to act differently does not (always) lead to implementation of change
- Courses and training workshops alone does not (always) lead to implementation of change
- Knowledge alone does not (always) lead to implementation of change

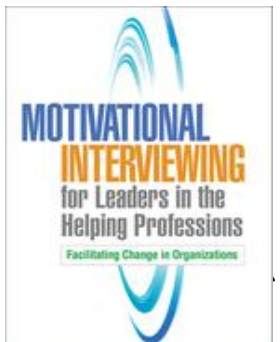
Staff



Rogers: Diffusion of Innovations, 1995



ENGAGING



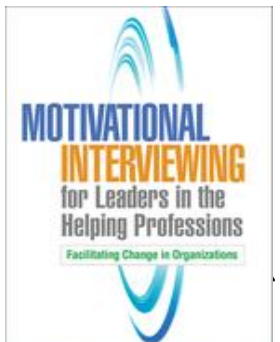
Engaging and listening

- structured platforms
- role model



FOCUSING

ENGAGING



Focusing



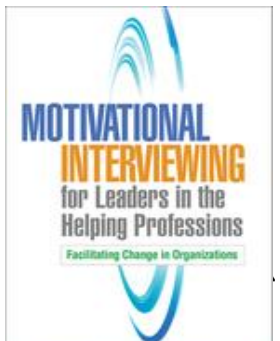
MANAGEMENT STAFF MORALE CLIENT SERVICES



EVOKING

FOCUSING

ENGAGING



Evoking

Staff group conversations

Meetings

Minutes

News letters

.....?

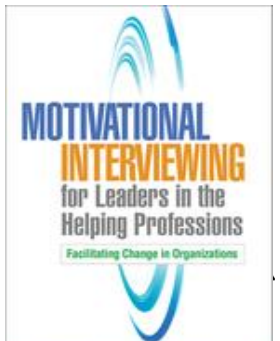


PLANNING

EVOKING

FOCUSING

ENGAGING



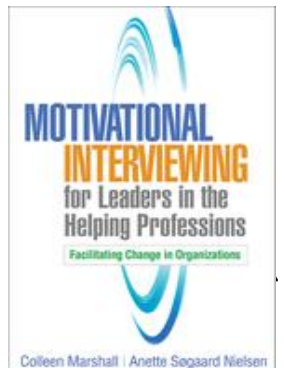
MI and the role of leaders in organizations:

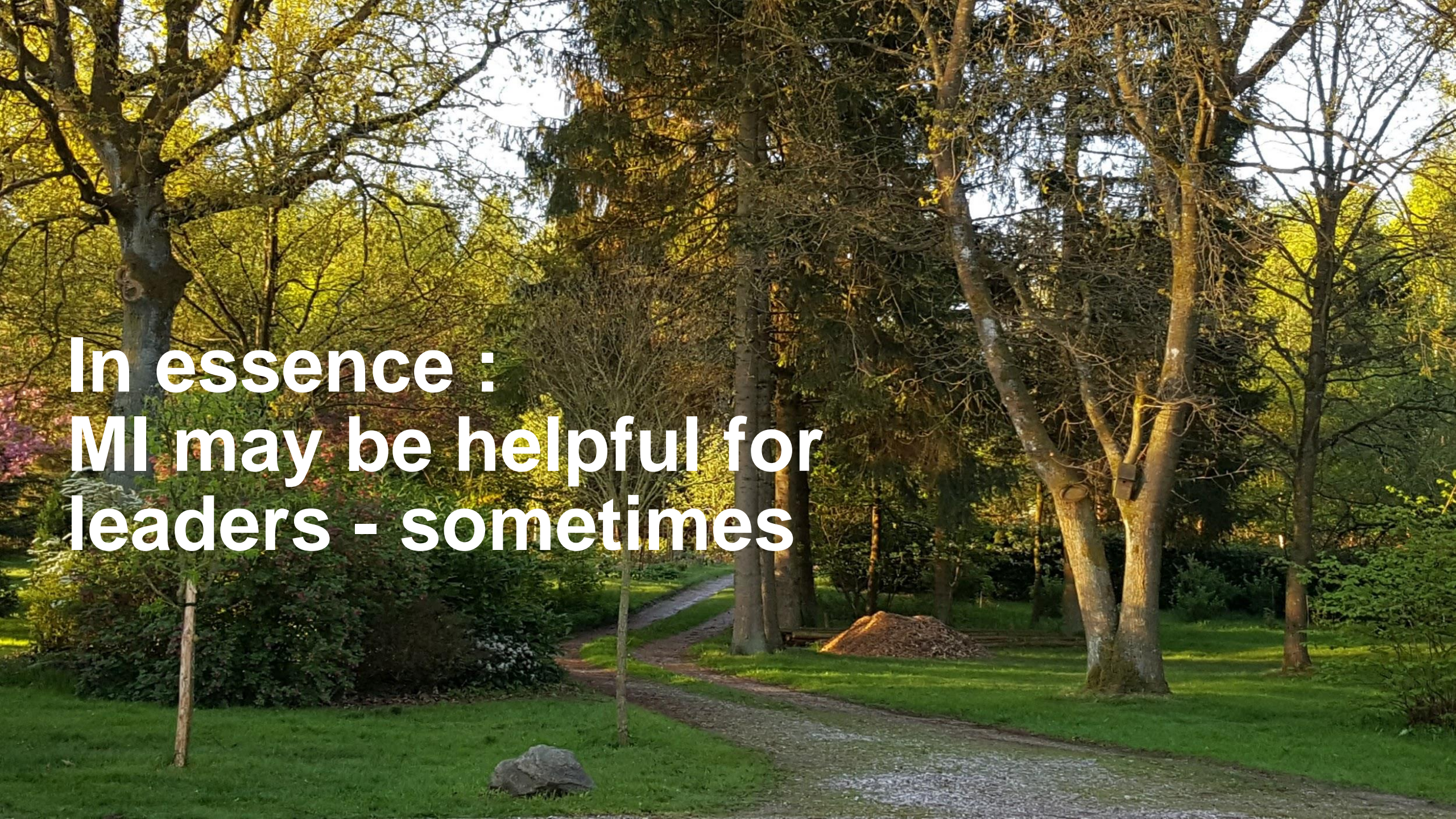
Show leadership

- Listen
- Keep focusing
- Pay attention to the communication within the institution
- Reflect – and evoke

Make use of the competence of the employees:

- Recognize that the employees are the best to concretize and recognize fruitful possibilities
- Set the employees free – that ensures ownership and practical solutions



A photograph of a forest path. The path is made of gravel and dirt, winding through a lush green landscape. There are several large trees with thick trunks and dense foliage. A pile of wood is visible on the right side of the path. The lighting is warm, suggesting late afternoon or early morning. The text is overlaid on the left side of the image.

**In essence :
MI may be helpful for
leaders - sometimes**

Our book focuses on a simple concept:

MI helps leaders learn to listen, understand change processes, and guide their employees and organizations towards change.

We apply the four processes of MI to the workplace and help leaders learn to listen better, understand what they are hearing (especially when they are hearing ambivalence), and guide (with spirit and the four processes in mind) to move their employees and organizations forward.

Colleen & Anette

If you would like to purchase your own copy.

For US and Canada 20% discount link <https://www.guilford.com/books/Motivational-Interviewing-for-Leaders-in-the-Helping-Professions/Marshall-Nielsen/9781462543816?promo=2E>

For Europe: Use code GUIL1 for 20% off on routledge.com.



MOTIVATIONAL INTERVIEWING for Leaders in the Helping Professions

Facilitating Change in Organizations

Please join the conversation

MILO (Motivational Interviewing in Leadership and Organizations)

LinkedIn Group

<https://www.linkedin.com/groups/12071180/>

Facebook Group

<https://www.facebook.com/groups/293970911118191/>

We have also started Facebook and LinkedIn groups - MI for Leaders

MI for Leaders LinkedIn Group

<https://www.linkedin.com/groups/12419020/>

MI for Leaders Facebook Group

<https://www.facebook.com/groups/685263995601047/>

Consider joining one of the groups and share your thoughts, your implementation ideas and any other thoughts you have about how MI might benefit leaders and organizations.



A scenic view of a calm river or lake reflecting a cloudy sky and surrounding trees. The text "Thank you for participating in the webinar" is overlaid in green.

**Thank you for participating
in the webinar**

Motivational Interviewing Podcast

New episode every Monday!



We're now up to 11 episodes of the Talking to Change podcast, covering a wide range of topics related to motivational interviewing (MI). If you haven't checked it out yet, and you're interested in learning about MI and different ways it can be applied, take a look/listen!

Episodes 1-3 present some of the basics of MI; after that, hosts Sebastian Kaplan and Glenn Hinds interview different experts each episode (including MI co-founder Stephen Rollnick!) who talk about elements or applications of MI, like change talk, compassion, positive affirmations, and how it can be applied in a trauma-focused framework.

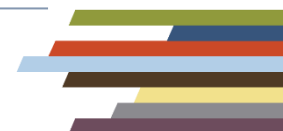
Check out the podcast here!
attcnetwork.org/northwest



Northwest (HHS Region 10)

ATTC

Addiction Technology Transfer Center Network
Funded by Substance Abuse and Mental Health Services Administration



Surveys

Look for our surveys in your inbox!

We greatly appreciate your feedback!

Every survey we receive helps us improve and continue offering our programs.

http://bit.ly/MIL_August26



It only takes **1 minute** to complete!



Northwest (HHS Region 10)

ATTC

Addiction Technology Transfer Center Network
Funded by Substance Abuse and Mental Health Services Administration



gracias cảm ơn bạn धन्यवाद 고맙습니다
شكرا جزيلًا salamat благодарю вас 谢谢
Dziękuję Ci **Thank** ευχαριστώ
quyana tack **you!** አመሰግናለሁ
धन्यवाद danke asante grazie
hík'wu? merci הודת obrigado ขอบคุณ
ありがとうございました спасиби mahalo

