Talking to Change: An MI Podcast

Glenn Hinds and Sebastian Kaplan

Episode 5: Carl Rogers and Person-Centered Helping

Sebastian Kaplan:

Hello everyone and welcome back to the Talking to Change - A Motivational Interviewing podcast. This is the fifth episode in our series and my name is Sebastian Kaplan from Winston-Salem, North Carolina. And wanting to welcome my good friend from Northern Ireland, Glenn Hinds. Hello, Glenn.

Glenn Hinds:

Hey Seb, hi everybody.

Sebastian Kaplan:

So, very happy to be back again today. I think we have a very interesting podcast planned for you all and we'll introduce our guest in just a couple minutes. But Glenn, maybe we could start us off with a discussion of some of the ways that people can access the podcast and reach the two of us.

Glenn Hinds:

Sure, sure. Obviously probably people are listening to us now on iTunes or Stitcher, maybe on the site itself. But they can also follow us and make comments and ask questions using our Twitter handle, which is @ChangeTalking. They can come and join us on Facebook at Talking to Change, or they can continue to email comments and questions at podcast@glennhinds.com. So, let us know what you think. We're always happy to hear from you.

Sebastian Kaplan:

Right. It's been one of the exciting things about this whole process, Glenn, is the reach that we're trying to have, I suppose. The presence now on Twitter and Facebook and just hoping that the podcast is really helpful for people, whether they're early learners, beginning learners, people that haven't ever heard about motivational interviewing or people that have been involved in MI work for many years. Just trying to share what we know and what interests us about MI.

Glenn Hinds:

Absolutely. And I know that today's conversation is going to be really interesting for a lot of people and I'm really looking forward to it myself.

Sebastian Kaplan:

Right. And so before we introduce our guest, I just want to make a quick mention. Hopefully I'm coming through louder and clearer on this fifth episode. I've had an upgrade

in my microphone, so I do hope that's leading to a more enjoyable experience so far. Hopefully that works out for everybody.

Glenn Hinds:

Yeah and I know he's very proud of it too, everybody.

Sebastian Kaplan:

I am. Yes.

Glenn Hinds:

It is lovely. It is lovely.

Sebastian Kaplan:

I love my new microphone. Okay. Well, so without further ado, it's time to introduce our guest. Our guest is Chris Wagner, who is an associate professor, department vice chair and licensed clinical psychologist at Virginia Commonwealth University in Richmond, Virginia. Chris's work involves teaching, training and supervising master's level counsellors and other health professionals and providing therapy to adults with a range of health, mental health, and addiction issues. His scholarship focuses on motivational interviewing and interpersonal processes in mental health and substance abuse treatment. Over the years, he has explored a variety of issues related to MI such as the use of MI focusing on internal changes such as identity, self-acceptance and values, the role of positive emotions in motivational interviewing and the use of MI in group formats. Along with Karen Ingersoll, Chris wrote the Guilford Publishing series book on MI in groups and he's also been an active contributor to the motivational interviewing network of trainers for the past 20 years. Welcome, Chris.

Chris Wagner:

Hey, thanks a lot guys. Nice to be here. I've really enjoyed listening to the first couple of your podcasts that I've heard so far and looking forward to hearing the others. Really nice.

Sebastian Kaplan:

Yeah. Well, thanks again for joining us. We're really excited to have you. And just to, I guess, queue the listeners a bit on the deciding what we'll talk about today, Glenn and I, we've had some back and forth about directions and initially maybe thought we would go deeper into the MI spirit. And that's something I imagine we'll still talk about today, but one of the things we're really interested to hear about is the links between motivational interviewing and the work of Carl Rogers who is really a pillar, not just in the mental health world, but really in the delivery of healthcare around the world, I think it's fair to say. We're hoping to hear a lot about that. Glenn, some other thoughts about our direction for today?

Glenn Hinds:

Yeah, well obviously we're a very interested in Chris's work in the development of motivational interviewing in group work and that reference to that internal change process,

which resonates with a bit about what Stan was talking about the last time, about that notion of self-compassion, maybe tease that bit out about the internal change that an individual makes rather than just the behavioral changes that many of us as practitioners and many of the audience will be thinking about in relation to the work that they do. There's a lot of interesting directions we can go in today, so looking forward to it.

Sebastian Kaplan:

Well maybe Chris, if you could just orient some of the listeners. I imagine many of the listeners know about Carl Rogers, know who he was, but maybe hard to do in just a couple minutes. But maybe you could just provide the listeners with a brief background on Rogers and his work.

Chris Wagner:

Sure. I'll start with, I know Rogers scholar. I certainly know many people who are in the client centered therapy world developing offshoots and working through his material, so I'm not at that level, but Roger's work has been a big inspiration to me. I think a lot of us, certainly Bill Miller and Steve Rollnick were inspired by it along the way. My own connection to Rogers came kind of second link there, which is my mentor in graduate school was a postdoc with Rogers back when Rogers and his group did their study of using client centered therapy with people with schizophrenia. And so, he, unfortunately my mentor Don Keisler was in the loop at the most challenging point of Roger's career. When a study kind of fell apart, the research team fell apart. There were multiple conflicts that ended up with lawsuits between the members of the research team, et cetera. And it's a point at which Rogers kind of left the therapeutic world behind, moved to California and really started focusing on education group work and eventually political and social issues.

Chris Wagner:

So, my initial exposure to Rogers was through a guy who'd been a bit traumatized by his experience with Rogers. And so it was kind of an interesting way to come to it. Of course before graduate school, like many people, I'd heard of Rogers, both as undergraduate and I got my practice career started in a crisis setting doing suicide intervention work and crisis counseling and of course much of that work for paraprofessionals or just non-professional helpers is Rogerian based with the idea that at the times of crisis what people often need is just a connection to another person. And that this particular way of interacting with people is good at facilitating that connection. It doesn't get too lost into people's stories and trying to solve things and it really is helpful in crisis work. That was kind of my first exposure to it.

Chris Wagner:

I think the thing that strikes me about Rogers is he was really a radical change in the development of psychotherapy. This third wave model, third force model that Rogers developed along with other humanists was really a contrast of both the psychodynamic and the behavioral models that were predominant when he came in. Both of which had very different takes on people, both of which cast the professional as an expert on

understanding things about people. Either they're unconscious in the psychodynamic world or about aspects of their behavior that were outside of their awareness often. Both of these models cast the professionals being an expert who had that expertise to provide to clients that came in to work with. And Rogers really was a radical departure, I think, of taking the stance that I can't be an expert on another human being. I can't know what's going on inside them, how they see the world, how they see themselves, how they relate to others.

Chris Wagner:

And so on that end of things, which Rogers conceptualizes the most important part of helping people change, on that end of things, I can't be an expert and my job is to really take kind of a one down position and step inside people's world, really just get to know them. To my way of thinking, that's still really radical perspective at this point. We live in a world that's very technological, that's very time sensitive, goal orientation, get things done and MI, which we'll get around to I think is a nice hybrid of having that goal oriented efficiency while keeping this kind of curious mind, beginner's mind almost about people and who they are. And I think that's still radical. I think we still are in a place where culturally and just maybe as human beings, we see ourselves as having the answers for other people's problems.

Sebastian Kaplan:

Wow. Not just in the therapy room, so to speak, but just really from a, just a broader cultural perspective. You think that, or you see Roger's work and ideas as you say, are a radical departure from what the norm is.

Chris Wagner:

Yeah. Well, the question he had when it came to socio-cultural political issues was, what if people actually listened to each other? What if our leaders of countries actually sat down and tried to understand one another's perspectives? Not to go too far in that direction at this point, but it really is a, I think a radical re-envisioning of how humans can work together, can interact with one another.

Glenn Hinds:

Shows that simplicity almost that he's inviting us to do that the human connection and the radical nature of it is, it's recognizing, how much hard work we have to do to keep things that simple.

Chris Wagner:

Mhmm. How hard it is not to retreat into inside our own heads. Get clever, think of all these ideas and then try to push them on other people.

Glenn Hinds:

Wow.

Chris Wagner:

I think it's just a natural impulse that we have.

Glenn Hinds:

Yeah. Yeah. And I think that's really interesting the way you describe it. That tendency to retreat back into yourselves and in some ways it's a lovely invitation to me and I think maybe to the others as well as to maybe to begin to recognize how do we do that? Or when do we do that? And what does that mean? And there's the opportunity for us to learn. There's the trigger, I'm going back into myself, how do I stay out? How do I stay out? How do I stay out? How do I stay interested in the other? How do I listen?

Sebastian Kaplan:

And just along those lines too, since some of our, well many of our audience members I imagine are certainly learning about MI, but they also might be learners in a formal sense. They may be students or graduate students, whoever, and well I guess I'll speak for myself. That was something that was common as a student. I almost had to go into myself a bit and try to actively put into practice the things that I was learning. It might be interesting to at some point today to talk about the learning of MI and how one can go into oneself but also not lose sight of the other person at the same time.

Chris Wagner:

That it's really a process of being with someone, being in something together. And again, that I think was a radical reformulation of the work of helping and remained so.

Sebastian Kaplan:

Yeah. Good. Just thinking a little bit more about Rogers and just some of the specifics that he shared with the world and shared with certainly the world of psych therapy and counseling, but even to the world of healthcare, what would you say, Chris, are some of the sort of key ideas that he brought to us, shared with us?

Chris Wagner:

Well, we can get into the content in just a minute. I think this essence in MI we call spirit, the spirit of MI is, in my view, Roger's greatest gift to us as helpers. And obviously it's been tweaked, it's been honed, it's been worked with, but he and people who worked with and contributed this idea that techniques are not really where it's at, or at least they're too easy to focus on. And that there's something that might even be unmeasurable about the way people experience being together that is healing in and of itself. And I think that's a big contribution. On kind of a geeky, technical, nerdy kind of note, Rogers was the first person to open up the consulting room, the therapeutic room, to recordings which then they could conduct studies on.

Chris Wagner:

Prior to that point, most of what therapists and counsellors did was behind closed doors and they would come out and give their own summary of it and Rogers was really committed to this idea that while he may have strong beliefs about what's useful for people, that it's got to be checked. That you've got to- no idea that you have is going to

be completely correct. That in embedded in any theory or any notion that you have about how things work, there are unknown and maybe unknowable things, but to some extent we've got to check those out and then change what we do based on the data we get.

Chris Wagner:

And I think that's been a big contribution to MI and the way that MI has developed over the years. More based on data and input, sometimes formal research data, other times data just from lots of practitioners trying this stuff out with different clients and then getting feedback on it. But to use that as a development for moving MI forward more as the base than theory and developing a comprehensive theory and then applying it to people, which is really how most other approaches developed.

Glenn Hinds:

What Rogers was doing there either implicitly or explicitly was in some ways modelling his own willingness to be vulnerable to the examination of himself and to allow other people to check what it was he was doing, which in some ways mirrors the very essence of what it is we're doing in our contacts with clients. And that there's the being with…wow.

Chris Wagner:

Yeah, and he's a human being so he had his own limitations and defences and some things he wouldn't allow a really direct challenging of like this notion of unconditional positive regard, which some people working with him and since questioned whether that is truly therapeutic in all moments. But he was open enough to let his own students and others have access to recordings of his work, to do their own research on them and then to publish things that contradicted his beliefs. One student, Truax ended up publishing a series of papers demonstrating how Rogers despite claiming to be non-directive, was actually quite directive in his work with people. That he intentionally chose certain elements to focus on, ignored other things and that what he focused on seemed to be more in line with his theoretical beliefs than what the client was kind of putting forward. And I think that's a good modelling of the kind of openness that we need in order for things to get better.

Sebastian Kaplan:

Right. It's certainly consistent with the scientific rigor that he brought to the field and the idea that any idea should be questioned and thought about and written about and yeah, just great to hear those ideas or the points that you're making there about his openness. And in doing that, it's so certainly a lesson for any of us to be okay with the notion that we may not have all the answers and no matter how much experience we might have, we can mess up a session or say something that we wish we didn't say or do something better the next time. That it's just all part of a growth experience for us.

Chris Wagner:

And that our dearest beliefs that we hold on to, if we really want to keep improving ourselves, we have to allow those to be open to question and to let go of them. The way we've done things as good as it seems, isn't necessarily the best way.

Chris Wagner:

In terms of the core contribution to psychotherapy or counseling in particular, most people are familiar with what summarizes the three core conditions that Rogers says are necessary and sufficient for good helping. And those are that the therapist experiences unconditional positive regard for the client or patient that they're working with. That they take an empathic stance and really try to understand the other person's perspective. And that they're congruent or genuine in the relationship and those two words have a bit of different meaning and they evolved over time. But these are what are often known as the, referred to as the Rogers' three core conditions.

Chris Wagner:

Even though interestingly he never claimed there were three core conditions, that was other people's summary of this. He actually said there were six conditions that were necessary for good counseling. And the other three kind of get ignored along the way. They're known sometimes as the hidden conditions or the background conditions. And I think I want to mention these just because I think they're relevant to MI. The other things that he mentioned were, in order for therapeutic personality to change to happen, because of course he was focused more on personality than the more behavioral action focus that MI has. He said people need to be in psychological contact. In the room there needs to be a connection, a mental, emotional, spiritual, if you will, if that's your way of thinking, connection between the two people in order for change to happen, that it can't be two people showing up a room and kind of each saying their own thing. But there's something that happens between them that is different than what each of them are doing alone. That's one bit.

Chris Wagner:

The second bit is that the client needs to be in a state of incongruence. And in Rogers theory, that's a little complex. But essentially what it means is that the person is in a state of feeling vulnerable or anxious because they kind of have two parts of them inside themselves that aren't in sync with each other. Now, Rogers talked about different ways that could be, but his core notion was around this unconditional positive regard element, and the essence was somebody's incongruent with themselves.

Chris Wagner:

Or they have two parts that are incongruent with each other, because as they were growing up, developing, some parts of them were rewarded and other parts were punished. And so, his view was over time people get this sense where not all of me is okay, and so I have to hide parts of me from other people. And that as that goes on long enough, they start to hide those parts from themselves, also. And so, his sense was people don't feel really comfortable in their own skin because of this sense that they had positive regard that was very conditional. You do the things we ask you to do, we like you. You go your own way against our direction, and we punish you, or you get removed, or something. And it doesn't feel good.

Chris Wagner:

So, those two elements really set up, I think then, the core conditions. And the final one, the sixth one, after the ideas of congruence, unconditional positive regard, and empathy, is that the client perceives the unconditional positive regard and empathy. And I think this is something that's also overlooked at times when people think about, why I did a reflection, and it didn't work. I did this stuff and it didn't work. Well, my questions were, were you really in contact with the person, and did they perceive what you were doing? Did they take it in?

Sebastian Kaplan:

Right. Those first three are the ones that people can rattle off quite often. Unconditional positive regard, in particular, I feel like that's something we may have even mentioned that in a previous episode I think, Glenn.

Glenn Hinds:

Yeah.

Sebastian Kaplan:

But I'm really glad you introduced these other, the three hidden conditions for the audience to think more about. Glenn, what are you thinking?

Glenn Hinds:

Yeah, I'm just fascinated by what Chris is describing, what you're describing there, Chris. And again, deepening my understanding of the three core conditions with that the hidden ones, and particularly the last one where, again, it's about my perception of the client's experience of being with me. Am I connected enough for me to notice when what I'm doing isn't working for them? Or is it a case of, I'm going through the motions, I'm doing all the 'right things', inverted commas, and it doesn't seem to be working. And it seems like in some ways Rogers was encouraging us to recognize just by paying attention, by being with someone.

Glenn Hinds:

The message is that an individual will communicating to us are coming through the verbal, but very importantly through the nonverbal. And that connectedness potentially at an emotional level, as well, that can I hear them at those three levels, and pay attention, and try to understand what's happening for them in my effort to assist them, overcome this incongruent experience of themselves to be more like who they really know themselves to be?

Glenn Hinds:

That the essence of the unconditional positive regard is that no matter how they're behaving, that their experience of being with us, is our acceptance of them. That we're not judging them on their behavior. We're endeavouring to experience them as a human being, just like us, who is manifesting because of their experiences before meeting us.

Chris Wagner:

Yeah. The essence of the message that I want clients to get is, it's okay who you are. And let me help you get congruent with yourself. Let me help you get over these internal conflicts you have, where some part of you is not acceptable and fights with another part. And get over these things about yourself that you're embarrassed or ashamed about, that you try to hide from other people. In this relationship, let's just let it all out. We're a couple human beings. We're complex people. It's okay. You have human emotions, you have defences. It's all okay. This is the way we are as people.

Chris Wagner:

So the idea with, as I understand when I'm really working Rogerian spirit is just to help the person kind of relax, let their defences down, and kind of let it all come together, these things that they've kept compartmentalized in their mind or their experience.

Glenn Hinds:

And again, the invitation seems that that's only ever going to feel safe for the individual if they are experienced in your unconditional positive regard and acceptance of them for themselves. That it's not just a notion. It's an experience of being with you.

Chris Wagner:

And Roger says in order to do that, I need to be congruent. So I need to not be playing a role. I need to be as much of a human being when I'm in a counseling room with a client as I am when I'm with my partner or my best friend or my family and I really need to be fully present. And while I may have experience and expertise even that I can help the person with on some specific issues, I'm not taking the role of an expert. I'm not taking the role of a professional with these big boundaries up around me. To me it gets almost pretty radical of saying we need to deal with our own stuff first. Now none of us are going to be perfect human beings, but I know that as a therapist when I'm going through really challenging times in my life, it's not that I can't provide good therapy, but it takes more work. Part of being in crisis is being in conflict with yourself and having these internal struggles and those need to be somewhere else, not with me when I'm in the room with the person.

Sebastian Kaplan:

Right. And I guess speaking of that state of incongruence, as you mentioned, maybe this will kind of lead us into where Rogers links up with MI and how it might do that. I imagined a challenge that is apparent for clinicians is, well, if we take the idea that clients are, or that humans are often in a state of incongruence, that we all at some level feel as if not all of me is okay and now someone comes to see a therapist for help, even if the therapist is trying to be as empathic as possible, it might be very easy to also put off the vibe that, well, you might be okay, but this thing that you're doing isn't okay. Or there's this behavior that really needs changing and its tricky waters if we're trying to remain consistent with Roger's concepts here and these conditions to not continue to trigger that state of incongruence unwittingly. And then since MI is so much about finding places to change, whether they're specific behaviors or broader concepts too which we might discuss,

maybe you could speak a little bit to that tight rope that practitioners need to walk and, and how we try to do that when we're doing motivational interviewing.

Chris Wagner:

Yeah. It's something that is difficult to resolve. This notion that I'm trying to be person-centered, which means I'm really trying to operate in the frame of reference of the person that I'm working with. What I often think of is I get in the bubble with them. So as long as I'm outside of their bubble of their perception of being in it with them, basically, if I'm outside of that bubble, then there's very limited things I can do without exacerbating attention between us, without having them feel pressured or feeling misunderstood or in some way conditionally regarded. And so what I try to do is have them have the experience that I get in the bubble with them, so I get in their world, I'm really just trying to understand the best I can. Who you are, not just like what are the kind of surface ambivalence issues like if you're trying to get more fit for your health or if you're trying to fix a relationship issue or you're trying to change a habit, but what's underneath that that may make that more difficult than it needs to be.

Chris Wagner:

So one of the things about MI is it tends to focus more on specific goals and specific changes that we can kind of define what they are. Track progress toward and complete. And if somebody doesn't have a fundamental conflict underneath that, then that's great. But my own experience is clinician. I'd love to hear yours, both of yours. Is a lot of people I work with find themselves circling back around to the same problems because, at least the way I understand it, because underneath that problem presents some more fundamental conflict for them. A way that they're trying to be, that they were told you're not that good, you're not that kind of person, you can't do that and they're struggling with that issue or a way they don't really want to be or don't agree with being. They were told this is how you need to be in order to be okay, and I know that's pretty vague, but a lot of times when I'm working clinically with people, that seems to me to be what's underneath relapse and recycling a lot.

Chris Wagner:

When there aren't those kinds of fundamental conflicts. It's still hard enough to change a habit anytime. But when making a change in a habit means something about the person you're becoming, is in conflict at a deeper level with something that you believe you are supposed to be or not supposed to be. Then it gets really difficult. And so for me, working with people there is this conflict between being client-centered, person-centered, being in their world, in the bubble with them and intentionally trying to have a goal and trying to work toward a goal that while some part of them may agree with it, a large part of them doesn't agree with it, or doesn't want to do it, doesn't feel like they can do it, is in conflict with it. And how to straddle that line of helping them both be who they are and also become a better version of themselves or have a better life than they're currently having without getting outside of the bubble and kind of trying to direct that process towards

here's what you should do, here's where you should go, here's how you should go about it.

Glenn Hinds:

The image that's coming up for me is that it's almost like you're describing be the best version of our the parent that all of us ever wanted, the Walton's family, the patient, understanding, considerate parent or carer who could see where we were trying to get to, but also recognized our own limitations in our efforts to achieve that for ourselves and recognize why we would move away, from an old behavior yet come back to it because of some of the benefits even in inverted commas, a negative behavior. The benefits that an individual will experience from drinking alcohol or taking drugs without making a judgment about that been a bad decision. It's about understanding that decision makes sense for you. I'm curious about why that decision makes sense for you to help you understanding why it makes sense for you so that you can make a different choice with informed insight the next time you want to move away from it. You know why you want to go back to without again, experiencing that sense of judgment from anyone else other than yourself and resolving that internal judgment that an individual may be experiencing.

Chris Wagner:

Yeah. So you know the, I don't have the exact quote in mind, but the Rogers quote about the curious thing is that the more I accept myself, the more I'm able to change. That's not an exact quote, but pretty close to this. This notion that when people have these internal conflicts, that storm inside themselves actually makes any sort of change difficult. That we have a belief that that should motivate change. And sometimes it does. People hit bottom and they, their eyes open and they move to a new way of being. But many times people get caught up in that because they're not accepting themselves. So I take that for me as a therapist, the same lesson is there that unless I truly accept and understand the other person, I probably am not going to be that helpful in helping them change. Then until I really get why these pieces are like they are. And sometimes I get it, a cognitive understanding of the person, but sometimes it's just a feeling of like, yeah I really can experience what it's like to be stuck in this mode and that until I can get that it's hard to then have contact with them or connect with them in a way that helps inspire them towards change.

Sebastian Kaplan:

Right. And just reflecting on recent clients that have worked with and this notion of the, I guess the different layers, there's the sort of change targets or you know, using your coping strategies to deal with this or find replacements for say cutting or other self-injurious behavior. And even young people, even as young as 13, 14 years old will, if I'm fortunate enough to have that psychological contact I think as you described Chris. You can hear some really profound comments from them, and concerns and worries about what doing something different would mean for them. And what kind of, I suppose, trust in themselves. Trust in the people around them. Trust in the future that they'll be able to handle the things that are coming their way and it can be easy to sort of lose sight of that or just gloss over some of those deeper worries in the search for reducing the frequency of X behavior or Y behavior.

Chris Wagner:

Yeah. And I think one of the things that MI has really contributed to this approach is to say that, okay, those things may be going on and maybe we could deal with them, but we don't necessarily have to. That if what you want and right now what's going to help you move to toward a better future and in the direction you want is to focus on a discreet habit or a discreet change in your life and get momentum going and get you moving forward. We can do that. So I think one of the ways I think about Rogerian clients centered therapy, these core conditions that he talked about, he talked about them as being necessary and sufficient. So you really have to have in his view; empathy, unconditional positive regard and congruence or genuineness and his view, those were necessary and they were also sufficient.

Chris Wagner:

If you have those things, you don't need to do techniques, you don't need to set goals, you don't need to make plans that just those conditions being present in the relationship will foster therapeutic change. And I think where MI comes in is with this idea that even if Rogers is right on these things, that those core conditions are necessary and sufficient, that doesn't necessarily mean they're efficient. And that one of the changes from Roger's time to ours seems to be much more time pressure, much greater need for us therapeutically to get more done with limited time in the limited time compared to what was really thought of as a normal therapeutic process in the '60s and '70s. And I think what MI says is we can be as efficient as you need and if what you need is you want to get yourself more fit, get more active, change your eating habits, changing addiction behavior, we can just focus on those things in this same core way that Rogers worked just by tweaking the work a little bit, narrowing the focus a little bit and focusing more on getting momentum established, moving toward a goal.

Chris Wagner:

So more of a forward progress versus Rogers' approach from which was more of a deepening, deepen into yourself, become congruent. And then we've done our work and going forward, you do whatever you want with your life. And I don't see those things as being conflicting with each other in any way. It's just a different therapeutic focus in a moment. So one of the things, I know I'm talking a lot here, but one of the things I like about MI is this notion of how it fits in stepped care that what's the most minimal intervention you can do, that will achieve the maximum output for this person. Start there. And then from there add skills, learning, skills or deepen into more underlying personality work or whatever as needed as opposed to start with this idea that what we really need to do is go in at a deep level and focus on personality change. And then from that you'll have behavior change.

Sebastian Kaplan:

So MI is a rather natural evolution in approach with the, some of the societal and systemic demands that therapists are now under and not just therapists. I imagine you talk to healthcare providers, primary care docs. I don't know if in the '60s primary care docs were talking about the seven minute encounters or the demands, the intense demands of

documentation that they do now. So everyone is under more time pressure and needing to do things more efficiently and, and MI is an example of just a natural evolutionary process while maintaining some of the core tenants and also the scientific rigor that you mentioned and hopefully ultimately being helpful to people.

Chris Wagner:

Yeah, and I think that's what helps MI not just be a psychotherapy. So I'm a psychotherapist, I tend to think of things in that way, but I also work in a medical setting and I do a lot of work. It's MI base that I wouldn't consider a psychotherapy. And the nice thing about the MI model to me is it's like an accordion. You can stretch it out or, or push it together as you need for the situation that you're in and for what the person is looking for help with.

Sebastian Kaplan:

Right. Glenn where would you like to go next?

Glenn Hinds:

Well and just again, I love that metaphor of the accordion and that the opportunity for the practitioner to stretch or push the focus of the conversation again with the client in mind and it, from what you're saying Chris is, it fits with something that I'm experiencing here in the UK, which seems to be, there's a shift in the helping paradigm towards this strengths focused or towards strengths focused interventions. And in some ways that seems to suggest or represent an encouragement for practitioners to not simply try to resolve the negative emotions that a client or a patient may be experiencing, but to shift towards focusing their positive emotions. And I was wondering what your thoughts are, the difference between perhaps a tending to negative or positive emotions in a conversation with someone.

Chris Wagner:

Sure. This is a big focus for me actually and it relates to, I mean a number of overlapping issues, positive versus negative or negatively experienced emotions, a deficit versus a competence model, strengths focus versus problems focus, and these pieces all I think overlap and relate to each other. To some degree, I think it goes back to our core philosophy about helping and what is it that we're trying to do when we interact with people. And what we're often drawn to think about is problem solving.

Chris Wagner:

A person- people rarely show up to my work, I don't know about yours, saying to me, "I'm really interested in self-growth and what I'm here for is to try to become more actualizing and to try to feel more fulfilled and really live the life that I meant to live." That can be in the message somewhere, but generally people show up with problems. "This is a problem for me. This isn't working. I'm stressed out about this. My relationship's going to end unless I change that." Or, "Some aspect of society." I worked with a lot of people, criminal justice referrals, "Some aspect of society says I can't be like this. I've got to do something different and I'm here because I have to be." So, I think it's natural to be drawn toward

taking that at face value. Here's a problem and let's try to solve it. So, even in a core MI model of ambivalence and looking at what's change talk and sustain talk, the notion often that people have is, "How can I help somebody solve their problem by finding enough motivation to do something different from this?"

Chris Wagner:

And I think that's a good focus, but I think that the strengths perspective, the growth perspective, the competence perspective gives an alternative to that, that we need to keep in our minds. Or at least for me, I find it helpful to keep in my mind as I'm working with people that often the kinds of problems that I'm working with people on are things that are unlikely to go away. So I work with people with chronic depression. I would love to have helped them to a life where they never have problems with depression and I certainly will try to do that, and yet I don't want to have an orientation where unless I achieve them or help them achieve having no depression, I haven't helped them.

Chris Wagner:

And so while there's some, in my thinking, some direct focus on a problem, there's a whole other way of focusing that I've found therapeutically useful with people. And that's to focus on what's outside of that problem for you. So, when I'm working with people, often I think of it when they show up and we're first working together, their problem's right in their face, and it takes up their whole field of vision. It's all they can see, all they can talk about and of course they don't like that, they don't want that thing in their face. They want to be able to see something else.

Chris Wagner:

So what they want is to take this problem that's covering their field of vision and make it smaller so they can see around it. And that's good. And that's a helpful way to work with people. But the strengths and growth perspective says in addition to that, what we can try to do is help them see the things in their life, the things about them as a person, the things in their relationship that are not a part of that problem. That some of the difficulties people have aren't the problem itself per se, but are the relationship to the problem and that they become too fused with this problem. They're ruminating over it. It's taking over their life.

Chris Wagner:

And that some of the way we can help people is just to remember; what about the other parts of you? Who are you outside of that problem? What about the ... If you have a relationship that's in a downward spiral, what other relationships do you have that aren't that way? If you feel like you can't make a change or you're really unsuccessful, what are some things that you've done that have been successful? What are some strengths you have? What are things that help you get through hard times that when you look around at other people, they seem to struggle with even though you do okay with it?

Chris Wagner:

And so my thinking with that is, what we're doing is helping people get grounded again in the best parts of themselves, that we're not creating this new person. It's just that part of

what happens when people's clinical problems advanced is they have this, what's I've called lifestyle narrowing, but it's also a narrowing of cognitive focus to where the problem takes over their life. And it's just helping them reclaim the rest of their life. And my experience has been as we're able to do that, the problem itself objectively might be the same, same intensity, same size, but the person, it's kind of moved away from their face now. So it's not the only thing they can see. They can see the rest of themselves and as they get grounded in the whole of their being, they can bring those strengths and skills that they have to bear on this particular problem. So, I don't know if that makes sense. It's hard to do it without visuals here.

Glenn Hinds:

In some ways it sounds like you're describing the practitioner's efforts to notice to the client, maybe some of the things that they're taken for granted about who they are and in an MI way the use of affirmations and just noticing how they are in the circumstances that they are. On purpose, noticing the efforts, the talents, the skills, the abilities that they're currently using to even just cope with this issue that's blocking their field of view.

Glenn Hinds:

And again, essence of that individual's manifesting and I suppose recognizing that why would someone with this amount of difficulty want to continue and that taps into your deeper strength of the human nature. And just again, just in a very gentle way and notice and that to them that the efforts that they're making to stay alive and is about their vision of what life could be in a different place and how we help them begin to see that or identify ways of working around the problem or as you said expanding their field of vision so the problem is still there, but in the context of everything else about who they are and who they're with.

Glenn Hinds:

Well, so this is quite clearly this is a conversation that I could certainly sit and talk to you for ages. Again, I'm just keen because there are a couple of other topics that we wanted to bring it towards Chris and probably is related in some ways, but one of your articles when you wrote your piece on Beyond Cognition: Broadening the Emotional Base of MI, you used the term emotional emancipation and it just sang to me and I just wanted ... can you say we have more about.. when you were writing that, what it was you were describing to us as a reader and now tell us as the listeners.

Chris Wagner:

Yeah, so one of the ways I think about MI is we talk about autonomy support. From my own thinking, I really like that and yet that's even a bit too weak for the way I want to think about autonomy. I really want to help people find freedom in their life. And not just support autonomy, but really help them find at the deepest level possible this sense of this is my life. I get to do with this life, to a large degree, as I choose. Now of course there are realities in everybody's life. And the limitations that we have on freedom, but this gets kind of philosophical, but modern physics is at a point of saying we don't have free will. I don't

agree with that. But what I do think is becoming clearer and clearer through neuroscience and physics is that our freedom is more limited than we often believe.

Chris Wagner:

That we- That our brain is structured in such a way that it tries to automate as much as possible of life in order to keep energy, to deal with new threats or new possibilities. Things become automated. And so what I'm trying to do with MI is help somebody really find a freedom to be more who they want to be and live the life that they want to live. The way that fits together with the positive emotions is that positive emotions aren't just things that feel good. That make you kind of break the tension and make you happy, make you laugh. They certainly serve that function and I think that's important. But Barbara Fredrickson's work on looking at positive emotions biologically as well as trying to look at them through an evolutionary psychology lens suggest that positive emotions play a much more important role in our mental health then we might give them credit for.

Chris Wagner:

And it's not just that they make you feel good in the moment, but that experience of joy or hope or excitement, that sense of curiosity, that experience of wonder or awe, those things contribute to our functioning in that they open up our minds, they help us broaden our perspectives. So, the theory about negative emotions is the kind of the fight or flight theory, immediately, which is we're wired to perceive threats. When we perceive a threat, our cognition narrows to the focus. Just noticing that car that's coming at us in the street. And making sure that adrenaline kicks in and we jump out of the way. So anger brings people to want to fight. Fear brings them to went to flee or to hide something like that. And the role of positive emotions was left outside of psychological research for a long time because they didn't really seem to serve a purpose other than as a break from the fight or flight kind of mechanism, but her research I think has been really helpful to look at how those positive emotions lead people to have increased openness to new experiences.

Chris Wagner:

I want to explore, I want to investigate, I want to imagine some new possibility. And that they also put people in a state where they're more likely to connect with other people and try to build resources together. So, when you're feeling good, you're more likely to get together with a neighbour or a friend and say, "Hey, can you help me with this? Or I can help you with that." And you do something together and in collaboration, you build resources to help yourself for the next time of threat. And so to me, I tried to intentionally bring that into the MI work. That I try to avoid thinking of the work I'm doing in cognitive terms of just trying to reflect change talk and soften and sustained talk.

Chris Wagner:

Those are aspects of what I'm doing. But what I'm really trying to do is have a deep emotional connection with the person to help them have a positive emotion, which then helps them want to try to do something different, want to try to find something different and makes them feel safer to take chances because the issue with any sort of change is

it's risky and we don't know if we're going to be able to do it, we don't know if it's going to succeed, and if we're in kind of a negative state emotionally or less likely to take those risks, and if we do take the risks, we're quicker to give up than to push through.

Chris Wagner:

And so the work that I do, and this is particularly a focus in group work that I do with people, is really try to build as much positive connection and emotions as possible. And work on inspiring people to take these leaps of faith and to try these new things that from the outside seem really obvious. If you just try that, sure, it might not go great the first time, but just keep trying to get there, but from the inside is a huge leap for the person.

Sebastian Kaplan:

So the positive emotions are almost, well they serve many functions perhaps but one is to prepare people for a broadening for the possibility of growth as opposed to the negative ones which tend to narrow and focus in on isolated threats and experiences that they might want to get rid of. And so with change being this ... change can be narrow and specific too, but there is a looking forward, a need to see what life might be like something sort of much more beyond where they're at now. And, so are you saying that the role, one of the roles that positive emotions has is prepares them from doing that?

Chris Wagner:

Yeah. And the idea of emotional emancipation to circle back around is this idea that the negative emotions that you have, which then relate to negative thoughts people tell themselves these are kind of holding you in chains. They're enslaving you and that what I want to do is help free you from that and the process of that. I think ... at least my thinking was influenced a lot by Frederickson broaden and build model, as the positive emotions broaden your ability to conceptualize and they inspire you to build new resources and new opportunities for yourself. Where that fits in MI in particular is this notion of discrepancy in working with discrepancy that people have and this is a core element of MI, this idea that how is your behavior not entirely fitting with your values as a person or how is your behavior not entirely fitting with the goals that you have. And so, some of what MI has always done is work with that discrepancy as a motivator for people.

Chris Wagner

What I want to do when I'm using that is to make sure that I'm using it in both a positive as well as a negative way that I think it's easy to look at discrepancy and think about when psychology is called a negative reinforcement model, that you become uncomfortable with some aspect of yourself and you want to get away from that. So, it's motivating you to make a change. And I think that works pretty well with people. My own experience, when they're pretty intact, when they haven't had a lot of traumas along the way or they don't have these deep kind of conflicts, if you have a pretty strong ego, a pretty strong feeling about yourself, then I think that negative discrepancy can help you go, "Oh, if I would just change this one thing, it'll take care of this problem for me."

Chris Wagner:

My experience with working with people with extended traumas and really trying to think of the work from a trauma informed perspective has been that that experience of discrepancy is overwhelming for some people. Like they already have such struggles inside themselves that to now add another thing that now we're noticing that I'm not doing in line with my values or goals is stressful to them and instead of inspiring them to change kind of locks them up.

Chris Wagner:

And so what I try to focus on is in addition to that, I'm trying to develop this idea of positive discrepancy. So, rather than asking people, "How does this thing you're doing not fit with your values", or "How does this not fit with these goals?" Flip it around and asked a positive question of, "Okay, now that we've talked about this, how could you move even closer to your goals? How could you get up tomorrow to live even more in line with your values?" So it's the same question, but it's, it's emphasizing that first of all already most of what you're doing is in line with who you are as a person and what you want to do and how can we just tweak it to get a little closer. And by framing at that positive way, my experience has been, it taps more into the positive emotions, "Let me investigate that. Let me think about that. Let me give it a try." Rather than, "I can't stand to feel this way about myself anymore, so I have to change."

Glenn Hinds:

It's almost like you're saying rather asking someone, "How can I help you stop being like who you don't want to be?", "How, can I help you become more like who you want to be?" Wow.

Chris Wagner:

Yeah, exactly. Exactly. And it's the same question. It's just putting a little different spin on it. It's just putting the focus in a different place that ... I mentioned this is particularly important when I do groups work. In that case it's because I've had too many experiences of when people are focusing on negative things in group, the group tends to get in this downward spiral, "Oh, you think that's bad? Let me tell you about this." Or, "Oh, you did that. I did something even worse." Or, "Yeah, you really are pretty screwed up. I can't imagine. Wow." You know, this is not what I'm trying to do in a group.

Chris Wagner:

So in a group, but I really want to do is get the number one predictor for group outcomes is the level of cohesion between members, so how much are people connected? So, back to Roger's first conditioning in psychological contact. In a group, what I really want is to have people have this sense that I'm not alone. And so by not being alone, I can maybe try some things new in my life, take some risks in my life that I didn't feel comfortable taking them when I'm alone. And so by fostering this experience, I'm part of a group, the group's got my back. I know they're on my side, I know they have support, I'll try something new. And for me, in order to make that happen in groups, it's helpful to focus on the positive. So, to focus outside the problem area, on strengths, successes, on connections between people, in terms of their interests, their hobbies, their passions, the things they

love in their life. So, this positive vibe, this positive climate in the group. And stay away from using a group to dissect everyone's problems in front of each other.

Sebastian Kaplan:

Right. I think it adds some value to things that people who do groups might worry about sometimes with chit chat or relatively shallow or minor points like what's your favourite food or what's your favourite movie, but I do groups as well and I sometimes have a little voice in my head that says, "You're not working on real stuff, but I try to catch that and remind myself that a lot of the kids that are in this group never met each other before that day and what might seem like relatively benign or minor banters is actually efforts to develop that group cohesion that's really vital for them.

Chris Wagner:

Yeah. And for me, I mean, what's ... the essence of the difference between somebody doing well and somebody not doing so well isn't whether they have problems in their life or not, because we all have problems in our lives. It's what's your capacity to deal with those? Do they overwhelm you? Do they take you down? Do they make you feel bad about yourself? Or they're things you go, "Eh, this isn't really the way I'd like it and let me try to change it." And so I really try to avoid using groups to try to solve these problems and fix things. And I personally rarely ask about problems or difficulties that people have, I know clients are going to talk about that anyway, so I want to keep my focus on the positive, on the growth, on this sense of, "You know what? My life really could be different than it is, really in a fundamental way, I could be experiencing life different and I could be more comfortable going through life. We talked earlier about this issue of behavior change versus broader or deeper change. That's kind of the essence of it for me is what I'm trying to help people do at a core level is get to this point where somebody feels like I'm living my life, and the slings and arrows, I'll deal with them.

Chris Wagner:

And I feel like much of what we're... At least I don't know about you, the work I do with people is switching people from reactive to proactive mode is a major change for them. Right? That it's not so much you're doing X and you should be doing Y, it's that you're getting up in life and dealing with what it throws you, which you're going to always have to do anyway.

Chris Wagner:

But you're doing that without getting up each day with the sense of here's what I'm trying to make happen today, or here's what I'm trying to move toward. And I feel like that fundamental difference, my own sense, is a big difference between who experiences their life as going pretty well and who questions the nature of their life and how it's going.

Glenn Hinds:

It's almost the difference between being an observer of your life or a full participant in your life, and recognizing that who I am, warts and all is being accepted by this individual or in the group that and that by experiencing someone else accept my warts and all gives me

the space to move beyond those to see what else is... What the all is past the warts. And the humanizing experience of knowing we're all like that, including the therapist, including our friends, including our enemies, including... And that normalization of it's not just me that this is happening to, it's happening to other people in different ways, but we're all fighting the fight. And so, let's get on with doing it together and if at all possible and enjoying it while where we're at it.

Chris Wagner:

Yeah.

Glenn Hinds:

And. Wow. Yeah. Yeah. So it's a really positive message.

Chris Wagner:

Yeah, so I feel like whether we're working one on one or in a group of people, there's a sense of you don't have to be perfect to be okay. We're all people. We all got some things we do well and some things we haven't quite mastered yet. It's not that big of a deal. Sure, it hurts. Sure, it's really hard to deal with some of the things that life gives us, but you've got what it takes. So let's find that together.

Sebastian Kaplan:

Which I imagined just reflecting on some clinical examples, myself and yours as well, that that in and of itself is a target, so to speak, that for a person to sort of step back away from the problems in front of their face and that sort of focus, there may be a reluctance, ambivalence, if you will, for a person to see that in themselves. And maybe that's a place that you use MI to engage someone in that conversation to be more accepting of themselves, to be okay with themselves even if they're not perfect.

Chris Wagner:

Yeah, yeah, yeah. My own, again, my own sense of MI is it can work at different levels and so I'm really happy with the expansion of the tent pegs of MI that have happened in the last several years. It's something that I've advocated for and been interested and tried to use in my practice for some time that, sure, we can work on a discrete behavior change. We can also bundle together a number of behavior changes and work on a larger goal. Like recovery is a whole bunch of changes, right? It's not just quitting drinking. There's a lot more that goes into it than that. But we can lump those together into a larger title of recovery.

Chris Wagner:

And in addition to that, we can also go deeper and we can bundle together changes that fundamentally impact how the person perceives themselves and experiences their own life. And it doesn't mean we have to do that or they have to do that, but it's an opportunity that we have when we're working with people. And it's one I'm on my eyes open for... I

don't know if you guys have read the quantum change book that Bill and Janet C'de Baca, did, but it's a bunch of stories about people whose lives had these moments of epiphany and after which their lives and how they experienced the world and how they experienced themselves as people were never the same again.

Chris Wagner:

And there was this fundamental sense that I took away from all these stories that not only did people feel released from some chains that they had and feel free, but that looking back, they can't imagine ever going back to being the person they used to be. Something at a core level switched and that's still who they were and what they went through, but it's no longer who they are. That's really the essence of what I'm shooting for when I'm doing MI. Can't get it all the time. A lot of times can't even get close, but I'm always looking for that opportunity to help somebody change a behavior, sure, but then use that behavior change as a way to kind of reclaim their life and get a healthier relationship with themselves.

Sebastian Kaplan:

Yeah. Wow. Great stuff. Like Glenn, you mentioned just a while ago, we could go on and on here and just keeping an eye on the clock and we do want to wrap up here probably in a couple of minutes. Chris, one thing that we want to invite guests to do and share a bit is any current interest or any particular thing, either a paper that you're writing, a study that you're participating or a new idea that you're kicking about? Any thoughts about that?

Chris Wagner:

Sure, I'll tell you a couple. So one quick one is, I've been working a lot with dentists the last few years. So MI in dentistry is an interesting thing because it's one of those frames that seems like it could be very surface and not very important. And yet as I'm working with dentists discovering that they are often the first people to identify, for example, domestic violence. So somebody doesn't want to turn a domestic partner in, isn't ready to leave, they still want to deal with the injuries to their teeth if they've been punched in the face. And a number of other issues. It's been just really interesting to kind of step outside of the world that I've been in, which is psychotherapy and then the medical world of really dealing with people dealing with chronic diseases into this other world.

Chris Wagner:

I'm working now with Karen Ingersoll on trying to come up with the next version of our group model. We've had in essence 20 years since we first started working on this and now getting close to 10 since we did the core theoretical work that ended up being the book that we put out through Guilford and there've been a number of developments, largely not our own, largely things other researchers are doing and little tweaks that people are finding that are making groups more efficient and more helpful. And so it's time to kind of update that and bring that in.

Chris Wagner:

And the last thing where my heart's really at right now is, I'm experimenting around with how I do in MI training. And for these last few years I've been building to this point of getting more client centered in my training, more person centered in my training and trying to do it in a more organic way. So what I'm trying to do there is avoid something I've struggled with as a trainer, which is let me start with giving you this model that's outside of your head in this jargon that you need to learn in these concepts that have words that aren't a part of your everyday language. And then now that I've taught you all that, let's learn how to do it and get you to recognize the parts of it you already do.

Chris Wagner:

So that's kind of the essence of the way I had trained for years. And so what I'm really excited about now is trying to flip that around and do trainings that are much more organic in nature. They tie back to the original thing you were talking about with the spirit that we thought we were going to focus on today and then I focus a lot on the MI spirit and helping people get in that mode.

Chris Wagner:

You know Bill Miller once said MI is 80 percent Rogers, it was just an off the cuff kind of comment, but I've always stuck with that because when I think about that, I think about how do I want to use that to guide my training? I don't want to spend 80 percent of my time with people on the 20 percent technical part that's been added to the client centered way of relating to people and just assume that the 80 percent that people can already do if I just tell them the words and give them a few minutes on that, now let's get onto the technical things. And so what I've done is tried to flip that around and set up a series of experiences that are first designed for the trainees to get in sync with themselves, to get grounded, to really get clear, get to that place of the beginner's mind.

Chris Wagner:

I don't call it mindfulness, but we use mindfulness elements to just really get people out of their heads and into their experience. And then a number of series of pairing them with people and setting up tasks that essentially require them to do, MI kind of work without teaching the lingo or the jargon of MI. So sit down and have a conversation with your partner about something that they feel like other people don't understand about them or people always misunderstand about them. And your job is to really try to understand both that thing about them as well as what their experience with other people has been. So this is setting up empathy or setting up a conversation with people of so your job here is to talk with your partner about something that they feel pressured to do that they don't want to do or they feel constrained or held back from doing something that they want to do and the world or their job or somebody doesn't want them to.

Chris Wagner:

And your job now is to have a conversation in which you help them find autonomy, find freedom, find a way to work out of that conundrum. And the limitation is you can't give them any suggestions. So what I'm excited about now is trying to set up these trainings to give people the experience of conversations that are very natural and organic, but that

fit with the MI model and that once they kind of have that in them, then we can top off with the theoretical concepts and the way we label it specifically in MI. I do think it's important that people learn that so they don't walk away going, "I think I learned something but I don't really know what it is," right?

Sebastian Kaplan:

Right, right, right, right.

Chris Wagner:

But my experience has been when I can use that as the top off once you've kind of already got it, my experience, again, I don't have data on this, but is that it's moving people to moving their skills forward quicker and moving into a deeper understanding quicker than when I used to focus specifically on skills development. So that's just something that's a nerdy thing but something I'm excited about right now and playing around with.

Sebastian Kaplan:

Sure. Yeah. All of us are part of this group the MINT as we had mentioned in an earlier episode, and so we're all trainers at some level, whether we're clinicians or researchers or whatever else. But, so I imagine it's a very common experience for many of us to be thinking and reflecting on how can we do things better and differently? How can we evolve as trainers ourselves and with the content that we provide and with the experience for our trainees. Well, Glenn, what do you think? I think we're about close to wrap up time. Any last words? Any final comments?

Glenn Hinds:

Oh, to be honest, I wish it wasn't the end because even the last few minutes so much has just come up and...

Sebastian Kaplan:

Yeah.

Glenn Hinds:

But I think it's consistent with what it is I understand Chris has been saying today is that momentum is itself one of... An outcome of itself that that I am definitely leaving here with so much to think about and so much to chew over and to reflect on in relation to my own practice in the one to one work but also as a trainer and my understanding of and the relationship it has with Rogers too. I'm really grateful for that, Chris. I'm really grateful for the time that you've given us today and the energy that's now created for me in my heart and my mind about to go away and it's just a lot of really interesting stuff and I hope that the audience got as much from it as I did, So yeah. Thank you.

Chris Wagner:

Well, thank you. And I do think so much of what we can do with people is just really connect with them, help them envision a better future and get excited about moving

toward it despite any difficulties that that may be there. And I guess I felt some pressure to get a lot of that stuff in today, the details, so I probably got going a bit fast there, but really when I work with people the idea is just to remember to breathe and give people the experience of let's be together. And let's just move this forward a little bit with whatever time we've got in that. So I really appreciate the chance to talk with you guys today.

Sebastian Kaplan:

Yeah, well that's a great place to loop back to and yeah, I'll echo everything Glenn said. It's been great talking with you today, Chris. We very much appreciate it.

Chris Wagner:

Thanks again.

Sebastian Kaplan:

So Glenn, maybe you could also remind the audience, once again, all the ways that the audience can get in contact with us and to access the podcast.

Glenn Hinds:

Alongside of that, perhaps it may be useful if Chris you're open to audience...

Chris Wagner:

Oh, yes, thank you.

Glenn Hinds:

Audience participants to maybe reach out to you or maybe how they can access more of what it is you're doing. If you are happy for people to contact you, how would they go about doing that?

Chris Wagner:

Yeah, probably the best way is email, so my email address is ChrisCWagner@gmail.com. That's C-H-R-I-S-C-W-A-G-N-E-R at gmail.com Like a lot of us, I'm on the road and busy so I get back to people as soon as I can. Hit me up a second time if you got buried under an avalanche of emails which happens to, I think, many of us. But yeah, I'm wide open to sharing thoughts and, and even more importantly for me hearing thoughts that people have.

Glenn Hinds:

Great. Good. Yeah. And are you a Twitter man or are you a social media man that people can follow you?

Chris Wagner:

I'm in a simplification mode of even not even carrying a cell phone with me for a large period of days. Just like a lot of us, I think I start to get... Everything gets chopped up. So right now I'm not tweeting or Instagramming or...

Glenn Hinds:

An interesting example for perhaps for a lot of us to think about. And while we're processing and considering that we are still open to the contact from the clients so we do have a Twitter channel, which is @changetalking. Our Facebook is Talking to Change. Come along. It's a like page. Press the thumb and the email is podcast at GlennHinds.com.

Sebastian Kaplan:

Great. Well as always, we invite comments and feedback, reviews, likes, shares, and all the rest. So please be in contact with us and we'll be continuing this podcast journey. It's been rewarding and fun and so until next time, thank you very much for listening and we will talk with you soon. Bye-bye everybody.

Glenn Hinds:

Bye.