

ENGAGING EMPLOYEES IN WELLNESS

Through the eyes of Motivational Interviewing

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What is the problem?

Change is hard and requires significant effort

What are solutions from the world of Motivational Interviewing?

- ***engaging employees***
- ***tapping into their motivation***

TWO CONTRASTING APPROACHES

Client's role - be yourself and choose something about your habits that you:

- ✓ Want to change; or
- ✓ Need to change; or
- ✓ Have been told you "should" change
- ✓ Have been trying to change...

➤ ***But you haven't changed yet***

ADVISING & EDUCATING – Activity #1

Coach's role: find out what the issue is and then:

- 1) Explain *why* this change should be made,
- 2) Give at least three *benefits* that would result from making the change,
- 3) Give advice about *how* to do it,
- 4) Convince the client about how *important* it is to change, and
- 5) Get consensus about the plan.

ENGAGING & EVOKING - Activity #2

Client's role - be yourself and use the same topic.

Coach's Role: Listen with the goal of understanding; give no advice.

- Ask these questions:
 - 1) Why might you want to _____? (Listen) What else?
 - 2) What are the three most important benefits for you to _____?
 - 3) How important is it for you to make this change?
 - 4) If you did decide to _____, how would you do it?
- Give a short summary/reflection of the speaker's motivation for change.
- Then ask: "So what do you think you'll do?" or "Where does this leave you?"
Listen with interest.

People are generally better persuaded by the reasons which they have themselves discovered than by those which have come into the mind of others.

Pascal, Penses, #10, written in 1660

THE FOUNDATION OF MOTIVATIONAL INTERVIEWING



Partnership = an active collaboration between experts.

Language that suggests working together; language that evens the relationship.

“Let’s look at these results/recommendations together.”

We provide structure: information, options, thought provoking questions.

They are the experts on their life and preferences.

Acceptance = a profound acceptance of what the employee brings.

“Please take the parts of this information that seem the most relevant for you right now.”

(supporting autonomy)

“Making changes in how we eat can really be difficult and it can take a while to see the results we want.”

(accurate empathy)

“You’ve already made some great changes. I bet that will help you continue.” (affirming)

Compassion = acting in the best interest of the employee.

“Our hope is that you gain something out of being here today.”

Evocation = bringing out the employee’s motivation and resources.

“What health topics are you most interested in?”

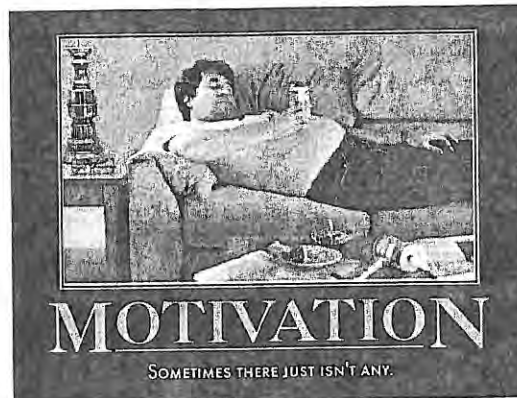
“What do you think could help your cholesterol levels?”

“What kind of physical activity might fit into your life?”

“How have you been successful in making difficult changes in the past?”

PASSIVE → ACTIVE

WHAT IS MOTIVATION?



Motivation =

- 1) the condition of being eager to act***
- 2) a force or influence that causes someone to do something***

Tenets of Motivational Interviewing:

- Everyone has motivation
- Ambivalence is common and normal
- Motivation and change are dynamic
- A person's motivation can be profoundly affected by interactions with others
- A person's belief in the possibility of change is an important motivator
- People become more and more convinced of what they hear themselves say

ASKING FOR MOTIVATION - Activity

Where would you like to be 6 months from now?

How would your life be better after you make this change?

What do you already have in place that will help you in making this change?

What small step are you ready to take?

“Change Talk” – what is it and why is it important?

RESEARCH RESULTS:
DARN → Commitment → Changed Behaviors

Desire: “I really **want** to cut down on my smoking”

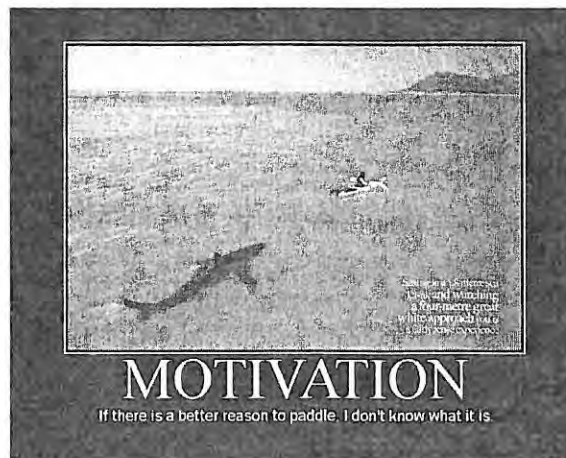
Ability: “I **might be able** to walk for 30 minutes during my lunch break”

Reason: “If I can get more regular on taking my medicine, I **know I’ll feel better**”

Need: “I just **have** to get these blood sugars under control”



Commitment: “This week I will make an appointment to get my teeth cleaned”



TRANSLATING INTO PRACTICE – 3 TOOLS

1) Open Questions: Show interest and ask for engagement

- How might you benefit from _____?
- What have you already tried _____?
- What do you already know _____?
- What caught your interest/What brought you over _____?
- Tell me more about _____.

- What are you hoping to gain from this presentation?
- I'm curious, how you see these ideas working for you?
- How have things been going with trying that new gym?
- How do you feel about that?



When to use:

- Presentations
- Conversations
- Written material: posters, flyers, announcements
- _____
- _____

Open Questions commonly
start with WHAT or HOW

Example of Open Questions: Employee Survey

Thank you for your input! We really want to be partners with you on your Journey to Wellness.

We want to think beyond what we have done in the past, so we are asking for your input. We can't promise the world, but we want to hear your ideas. Please feel free to talk with us directly if you would rather not spend the time writing out responses to these 3 questions:

- What aspects of wellness programs have been useful to you in the past?
- What would you like to see your wellness program include?
- What health areas are of interest to you?

2) Ask–Tell–Ask Information Exchange: Informs while maintaining engagement

Step 1 – ASK:

- Permission & Interest
 - Would you be interested in talking about. . . ?
 - Is there any information I can help you with?
- Prior knowledge
 - What have you been told already about starting an exercise program?
 - What do you already know about how to improve your diet to help with the diabetes?

Step 2 - TELL:

- Affirm and ask the client's permission to provide information in response to what they have shared
 - You certainly have the right idea, could I add just two things?
 - Yes, eating less overall is often one thing that can help with better blood sugars. I would also like to make sure you know about how important keeping an eye on your carbohydrates and eating regularly are. (diabetes)
- Support autonomy
 - In the end what matters most is what you are willing to try.
 - Since you are the person doing the hard work of changing your eating, it's really important that you decide what to make of these recommendations.
- Small doses
 - Chunk – Check – Check

Step 3 - ASK:

- Ask for the client's interpretation, understanding, reaction.
 - What do you make of that?
 - I wonder if that makes any sense to you?



When to use:

- Presentations
- Conversation
- _____
- _____

Information Exchange:

Ask *before* telling

Ask *after* telling

Example of Information Exchange: Coach – Client

Coach: So this diagnosis is still pretty new for you. Tell me what you'd most like to know more about. (Ask)

Client: Well, what's wrong with my body?

Coach: Sugar is a basic fuel for our bodies. In order for it to get into the cells, insulin has to open the door to the cell. Once insulin opens the door the sugar, or glucose, can go in. Insulin is made in the pancreas. (Tell) Is this sounding familiar so far? (Ask)

Client: Insulin - that is what diabetics have to take, right?

Coach: Sometimes, yes. With diabetes there is a problem with insulin; either the pancreas is not making enough of it or the body is not able to use the insulin that's there. Either way, what happens is that too much sugar builds up in the bloodstream. (Tell) What more would you like to know about that? (Ask)

Client: Why is that a problem, too much fuel?

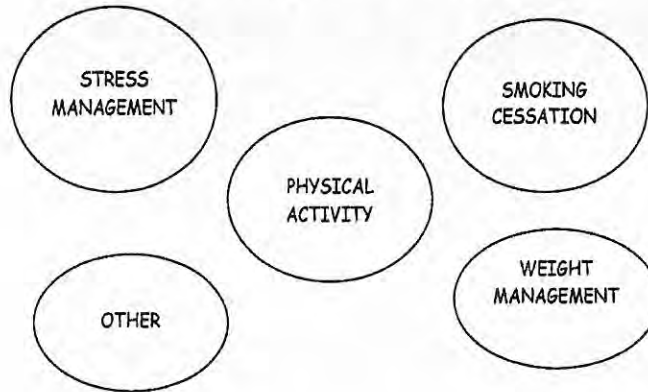
Coach: Good question. For one thing, sugar makes the blood thicker and sticky, and your heart has to work harder to pump it. Another problem is that when there are high levels of sugar, that causes damage to your organs - especially where there are small blood vessels like your eyes, your kidneys, and your hands and feet. (Tell) Does that make sense? What else can I tell you? (Ask)

The teacher - if he is wise - does not bid you to enter the house of his wisdom – but leads you to the threshold of your own mind. Kahlil Gibran

3) Giving Choice: Honors autonomy and invites engagement

A menu of options shows the subtopics for a broad or specific area.

What would you like to explore?



When we talk about physical activity, there isn't just one kind:

- Aerobic
- Strength training
- Flexibility
- General daily movement

Each of these can really play a part in our overall wellness. What might you want to learn more about?



When to use:

- Health fair
- Program options
- Presentation
- Conversation
- _____
- _____

TRANSLATING INTO PRACTICE – EVALUATING

ENGAGEMENT = establishing a two-way trusting and respectful relationship.

- ❖ Foundational to any helping relationship
- ❖ The 20% rule

Implementing PACE to help engagement:

- 1) How can we help make employees feel respected & welcome? How can we express genuine interest in them?
- 2) What do they want out of their employee wellness program? Why are they talking to us or reading the poster or flyer? How can we align with their personal priorities?
- 3) How can we best explain what employees can expect and hope for from their wellness program (or a specific offering)?
- 4) _____
- 5) _____

RESOURCES

- www.motivationalinterviewing.org
- Motivational Interviewing: Helping People Change, 3rd Edition, Guilford Press, 2013
- Motivational Interviewing in Health Care, Guilford Press, 2008
- Building Motivational Interviewing Skills: a practitioner workbook, Guilford Press, 2009
- Bill Miller: "Motivational Interviewing: Facilitating Change Across Boundaries"
<http://www.youtube.com/watch?v=6EeCirPyq2w>
- Lisa Merlo: "The effective physician: motivational interviewing demonstration"
<http://www.youtube.com/watch?v=URiKA7CKt>
- Lisa Merlo: "The ineffective physician: non-motivational approach"
<http://www.youtube.com/watch?v=80XyNE89eCs>

SUMMARY AND NEXT STEP

What are solutions to engaging and increasing employee motivation?

- *getting in PACE with your employees*
- *finding ways to get employees voicing their DARN-C's*
- *Using tools such as: Open ?'s, Ask-Tell-Ask, Menu of Options*



PASSIVE → ACTIVE



What do you want to try from what you have heard today?

- 1)
- 2)
- 3)

The paradox of change:

When a person feels accepted for who they are and what they do, it allows them the freedom to consider change rather than needing to defend against it.

