



Coaching Report

April 2014: Update on Motivational Interviewing in Coaching

Directors' Corner:

Hello from Coach Meg:

I had the pleasure a few months ago of interviewing psychologist Steven Rollnick who co-founded the field of Motivational Interviewing (MI) with Bill Miller in the late 1980s, spawned from having “horroric experiences” in the addiction treatment field. The MI model has evolved considerably over 25 years leading to the 3rd edition of their book reviewed this month for ICPA members. The interview recording and transcript are also available to ICPA members. Here are some highlights:

1. MI is broadening its scope from behavior change to any conversation about any kind of change (emotions, mindsets, or behaviors), as well as adding a planning and goal setting process.
2. MI founders wish to disseminate MI skills wide and far, crossing boundaries, professions, cultures, settings including healthcare and criminal justice, and leadership in the future.
3. MI emerged from practical clinical experience with roots in client-centered counseling – basically how to have an effective conversation about change. Now MI leaders are cross-fertilizing with leaders of theoretical platforms, which don't focus on a relational dynamic, including the transtheoretical model and self-determination theory.
4. MI researchers are starting to evaluate what goes on in a change conversation that promotes or impairs change. For example, in health-related conversations, an empathic style works better than a confrontational style.
5. Core MI skills include a high level of listening by an uncluttered mind. While healthcare providers complain that they don't have time, in fact in the end intent listening saves time. It's important to slow down – to quote the horse whisperer – if you act like you've got all day, it will take 15 minutes; if you act like you've only got 15 minutes it will take all day.
6. While MI skills, including empathy, uncluttered listening, slowing down, as well

FEATURED FOUNDING FELLOWS

[DUSTIN BURLESON](#)

[LYNN LITOW FLAYHART](#)

[LUISA GUZMAN](#)

[RICHARD KARASH](#)

[CAROLYN MEACHER](#)

[FREDDIE RAY](#)

[INGE SIMONS](#)

MEMBER LOG-IN

as reflections and conveying a belief in a client's ability to change, can seem simple, they are not easy to put into practice and do masterfully.

This interview with Dr. Rollnick is a great reminder that while coaches are ever-learning and expanding our toolboxes, it's ever-wise to circle back and deepen the basics, e.g. mindfulness (making moments large), compassion, listening, inquiry, reflections and an unshakeable belief in our clients' potential.

Margaret Moore/Coach Meg



Margaret Moore, MBA, Co-Director

This month:

- 1. What does the research say?** Exploring three methods for behavior change
- 2. Book Selection:** **Motivational Interviewing, Third Edition: Helping People Change (Applications of Motivational Interviewing)** by William Miller and Stephen Rollnick (2012)
- 3. ICPA MEMBERS:**
Online Live **Teleclass:** **The State of Motivational Interviewing in Coaching**
MasterClass: **Update on Motivational Interviewing and Coaching**
- 4. Save the date! Coaching in Leadership and Healthcare Conference, September 12 and 13, 2014.**
- 5. Harnisch Full Grant Application: Next deadline May 1, 2014**
Pre-Proposals required, see grants section of public website

What Does the Research Say? Comparing three health behavior change models.

Motivational Coaching: A Functional Juxtaposition of Three Methods for Health Behaviour Change: Motivational Interviewing, Coaching, and Skilled Helping by Courtney Newnham-Kanas et al, *International Journal of Evidenced Based Coaching and Mentoring*, Vol 8 No 2 August 2010

FEATURED FOUNDING FELLOWS:

[DUSTIN BURLESON](#)

[LYNN LITOW FLAYHART](#)

[LUISA GUZMAN](#)

[RICHARD KARASH](#)

[CAROLYN MEACHER](#)

[FREDDIE RAY](#)

[INGE SIMONS](#)



Special Thanks to Deborah Elbaum, MD for translating this article

As coaches, we are often asked what coaching involves and what makes it different from other modalities of health behavior change. Recognizing that health care professionals need effective ways to motivate and support people working toward long-lasting behavioral changes, Newhawn-Kanas et. al. explored the similarities and differences among three motivational change methods: Co-Active coaching (as taught by Coaches Training Institute), Motivational Interviewing, and Egan's Skilled Helper Model. In Co-Active coaching, clients are assumed to be naturally creative, resourceful, and whole; coach and client partner to help the client move forward in an empowered way. Motivational Interviewing (MI) focuses on addressing the client's behavior and ambivalence as a way to increase his or her intrinsic motivation to change. Egan's Skilled Helper Model (SHM) emphasizes empowerment; clients work through three stages of questions to become more effective at managing both problems and opportunities.

In comparing these three methods, the authors focused on the following areas: the role and creation of the therapeutic alliance; the role of the client, how the client is perceived, and which aspects of the client's life are involved in the process; how each session's agenda is determined; and how the client's need and readiness for change is addressed. Overall, coaching, MI, and SHM incorporate largely similar core principles, beliefs, and processes. The main differences that surfaced involve:

- The training -- Individuals trained in MI and SHM are most often health care professionals. In contrast, Co-Active coaches come from a wide variety of professional backgrounds.
- The specific terminology and methodology of each technique
- The perceived stigma -- Life coaching is often viewed in a more acceptable light than counseling, because it is less likely to be associated with healing a person's dysfunction.

Incorporating the key aspects of coaching, MI, and SHM, the authors created and proposed a new model of Motivational Coaching to help people change their behavior.

As you reflect on your coaching practice, what do you see as critical in working with clients to make and sustain health behavior changes?

Book Selection

Motivational Interviewing, Third Edition: Helping People Change (Applications of Motivational Interviewing) by William Miller and Stephen Rollnick (2012)

This bestselling work for professionals and students is the authoritative presentation of motivational interviewing (MI), the powerful approach to facilitating change. The book elucidates the four processes of MI--engaging, focusing, evoking, and planning--and vividly demonstrates what they look like in action. A wealth of vignettes and interview examples illustrate the "dos and don'ts" of successful implementation in diverse contexts. Highly accessible, the book is infused with respect and compassion for clients. The companion Web page provides additional helpful resources, including reflection questions, an extended bibliography, and annotated case material. This book is in the Applications of Motivational Interviewing series.

For more: ICPA members [login here](#)

Special offerings for members of the Institute of Coaching Professional Association.

The ICPA is a member-donor association designed to be your bridge from scientific research and theory to best practices in leadership, health / wellness, and personal coaching. Learn more [here](#)

A. **March Online Self-Study Masterclass: Update on Motivational Interviewing and Coaching**

B. **March Online Live Teleclass for ICPA members: The State of Motivational Interviewing in Coaching**

This teleclass will be recorded and available to members.

For members to sign up for live teleclass, please login and select the Live Teleclass blue tab.

- ICPA members [login here](#)
- [Or join the ICPA](#) to access the full MasterClass

Coaching in Leadership & Healthcare Conference

~ Save the date; **Sept 12 and 13, 2014 at the Renaissance Boston Waterfront Hotel**

Harnisch Research Grants

Each year the Institute of Coaching invests \$100,000 in high quality coaching research projects. We invite you to review our grant application process, read completed [research projects](#) and meet our [Harnisch Scholars](#). Pre-proposals, the first required step in the grant application process, may be submitted online any time application; Instructions are [here](#). The next grant application deadline is April 1, 2014.

**Special thanks to our Sponsors, Fellows, Members and
[The Harnisch Foundation](#)
for supporting the ICPA**