

## Motivational Interviewing Guide

### Instructions

Motivational interviewing is a tool to assess and promote **organizational alignment**. Through interviews or surveys, you can gather information about **stakeholders' views** on the opioid crisis, the **role** of your organization, potential **benefits** of an initiative, as well as potential **objections or challenges**. The guide below outlines an approach to conversations with stakeholders, such as your department leaders (e.g., pharmacy director, member services director) and board members, that is grounded in listening and collaborative planning to achieve mutually beneficial goals. You can document your assessment of each stakeholder in the **Stakeholder Readiness Assessment Tool** to produce a heatmap of the organization to show where you have pockets of support or resistance.

*Related tool:* [Stakeholder Readiness Assessment Tool](#)

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### What is motivational interviewing?

*“Motivational interviewing is a collaborative, goal-oriented style of communication with particular attention to the language of change. It is designed to strengthen personal motivation for and commitment to a specific goal by eliciting and exploring the person’s own reasons for change within an atmosphere of acceptance and compassion.”*

—Miller and Rollnick (2012)

### Tips for motivational interviewing:

1. Listen.
2. Have an open mind.
3. Seek to understand where your interviewee is coming from.
4. Invite and encourage your interviewee to talk about and explore their ideas for change.
5. Ask for permission to give your feedback.
6. Assure the person that you understand that change is challenging.
7. Identify successes and challenges from the interviewee and organization’s past and relate them to current change efforts.
8. Give value to your interviewee’s viewpoint.

### Structure your conversation in four sections:

1. **Engage** — Listen to your interviewee talk about experiences with opioids. Ask about personal, as well as organizational, experiences to understand where your interviewee is coming from and show genuine empathy. The goal is to establish rapport and build trust.

#### *Sample questions:*

- *How do you see the opioid crisis affecting our organization? Your work? Your department?*
- *Can I share some of my experiences with you?*

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2. **Focus** — Collaborate with your interviewee to develop a specific direction in the conversation about change (e.g., we should do something about the opioid crisis because it is hurting people I know personally and the people in my community).

*Sample questions:*

- *What change do you think we could achieve as an organization?*
- *Can I share some of my ideas with you?*

3. **Evoke** — Explore your interviewee's motivation for change and explore the pros and cons of change.

*Sample questions:*

- *What benefits could come from the change?*
- *What barriers do we face to change? How can we mitigate these barriers?*
- *What concerns do you have about the change?*
- *What will the future of our organization and our members look like if we make this change?*
- *What past experience can we learn from and apply to this change?*

4. **Plan** — Make the change concrete by developing a plan of action.

*Sample questions:*

- *How can you in your role and in your department advance the change?*
- *What will your goals be?*
- *How will you respond to obstacles?*
- *Who can help you make this change?*
- *What resources will you need?*
- *What results will you measure to evaluate your progress?*
- *How will you know when you've been successful?*

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## Related Tool: Stakeholder Readiness Assessment Tool

	Job Family	Name	Title	Understanding of Change Being Proposed (1-3)	Disposition to Change (Positive, Neutral, Negative)
Executive Leadership	Executive Leadership			2	Positive
	Executive Leadership			2	Neutral
	Executive Leadership			2	Positive
	Executive Leadership			2	Positive
	Executive Leadership			2	Positive
	Executive Leadership			3	Negative
	Executive Leadership			1	Negative
	Executive Leadership			1	Negative
	Executive Leadership			2	Neutral
Management	Management			2	Neutral
	Management			3	Positive
	Management			1	Negative
	Management			2	Neutral
	Management			1	Negative
	Management			2	Neutral
	Management			3	Positive
	Management			1	Neutral
	Management			1	Negative
	Management			2	Neutral
	Management			3	Negative
	Management			1	Positive
Service Delivery	Service Delivery			2	Neutral
	Service Delivery			2	Neutral
	Service Delivery			3	Positive
	Service Delivery			1	Positive
	Service Delivery			3	Negative
	Service Delivery			1	Positive
	Service Delivery			2	Neutral
	Service Delivery			3	Negative
	Service Delivery			2	Neutral
	Service Delivery			3	Negative
	Service Delivery			1	Positive
	Service Delivery			2	Neutral
	Service Delivery			1	Negative
	Service Delivery			1	Negative
	Service Delivery			2	Neutral
	Service Delivery			1	Negative
	Service Delivery			2	Neutral
	Service Delivery			3	Positive
	Service Delivery			1	Positive
	Service Delivery			3	Negative
	Service Delivery			1	Positive
	Service Delivery			2	Neutral
	Service Delivery			3	Negative
	Service Delivery			2	Neutral
	Service Delivery			3	Negative
Service Delivery			1	Positive	

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