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Presents

Motivate By Listening

A Simple Idea to Keep Your Team Engaged

by Aaron Romens

Based partly on *Motivational Interviewing, 3rd Ed.* by Miller and Rollnick

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SPOILER ALERT!

- Have quick, regular, one-on-one conversations with our team members.
- Make those conversations about fulfilling mutual goals.
- Be great at listening.

Overview

- A really good conversation can motivate anyone.
- These conversations don't have to happen by accident.

The Value of Conversation

- One on one talks are necessary.
- They can be brief, weekly or even bi-monthly.
- Ideally they will be productive.

Productive Conversation

- Active (reflective) listening.
- Positive talk.
- Efforts toward mutual understanding.

Anti- Productive Conversation

- Argument (even civil argument).
- Negative talk (venting).
- Efforts toward “convincing.”

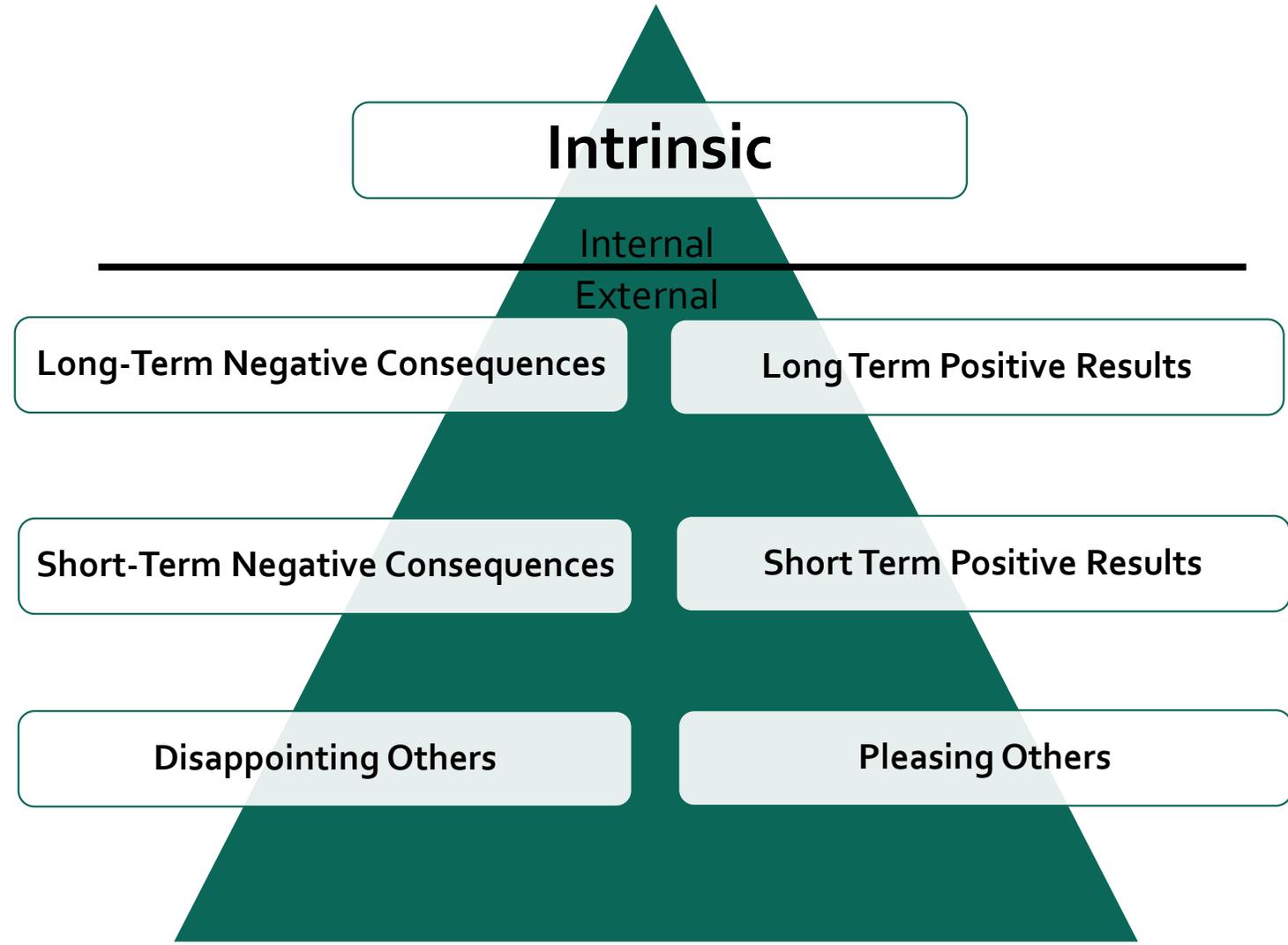
Why Argument Fails

- Demonstration!

How Talk Affects Motivation

- When we say something, and we believe it, it becomes part of our identity.
- Our identity is a source of intrinsic motivation.

Intrinsic Motivation



Motivational Interviewing Defined

- Motivational interviewing is a collaborative conversational style for strengthening a person's own motivation and commitment to change.
- Let's use this conversational style to motivate our team.

How Motivational Interviewing Works

- We can't tell anyone to be motivated.
- They need to tell us.

What Does the Interviewer Say?



Active Listening is Reflective Listening

“I want to be a better mentor, but the kids won’t even let me speak.”

- Okay: “It sounds like you want to be a better mentor, but the kids won’t let you talk.”
- Better: “Being a good mentor is important to you, but you can’t do that if you can’t get in a word edgewise.”
- Best: “The kids are being difficult, and you are doing what you can to become a better mentor.”

The Setting is Important

- Reserve 5-10 minutes in a location free from distraction.

What do I say?

- Open questions that elicit positive responses.
- Mostly reflection.
- Keep the conversation on task.

What
specifically
do I say?

- “Tell me what you like about your work. What are the best parts?”
- “How can we work together to make the rest of your job more like the best parts?”
- “Reflect, reflect, reflect!”

What isn't said?

- Criticism.
- Yes or no questions.
- Anything that sounds like an argument.
- "But."

Let's try it!

- Let's have a conversation.

The Other Half of MI

- We need more than good conversational skills to motivate.
- We also need empathy.

Empathy

- Empathy is a cornerstone of MI.
- It is said that MI fails in work settings because empathy is lacking.
- We need to be empathic all the time.

Ideals of the Empathic Workplace

- No person is “better” than any other worker.
- No person has control over any other worker.
- Managers manage jobs, not people.
- Workers care about each other, not each other’s work.

The Empathic Workplace

- Eliminates the “boss filter.”
- Builds trust.
- Fosters understanding.
- Provides complete support.

Solutions in the Empathic Workplace

- Your conversations will eventually turn to solutions.
- Don't shoot down solutions outright.
- Don't stop reflecting.
- It is easier to change job descriptions than people.
- Make the first compromise, and the last.

Reflection and Discussion

- How will I find the time for these meetings?
- What will I say?
- How will I keep it positive?
- How will I listen?
- How will I be empathic?
- How will I address solutions?

Affirmation

- I know this is a strange time for an ice breaker...

Thank You

- Special Thanks to APOST and everyone in Pittsburgh who helped me develop this training.