4

Core Element 2 – Finding The Hook

120 minutes

Learning Objective

- Provide the opportunity for participants to use motivational strategies.
- Practice using four major intervention strategies- feedback, prioritizing, assessing motivation and focusing.

Contents of this Section

Materials

- Case Folder
- Case Assignment #2

A Snap-Shot of This Chapter…

During this segment of the training we will demonstrate how Motivational Interviewing can be applied during FINDING THE HOOK - the second phase of the case planning process. The most critical task of this phase is to build intrinsic motivation. This can be achieved by helping the client identify and pick the priority target and then encouraging him or her to talk about the benefits of change. Once the client has committed to a priority target- you can then work in a collaborative way to set a goal.

Before we can develop a case plan the client must be motivated to change. The use of MI is fundamental to build intrinsic motivation (increase importance and confidence).

4.1 : CORE ELEMENT #2: Finding the Hook

ELEMENT	TASKS	ANTICIPATED OUTCOMES
MAPPING **Primary task:** ***"Discovery"***	- Build rapport and establish a working relationship with the client - Explore parameters of the court order - Conduct the assessment - Map the case - Identify priority targets	- Increased awareness of the risk factors (personal, situational and contextual) that contribute to criminal justice involvement. - Increased awareness of strengths that can be mobilized to mediate the impact of risk.
FINDING THE HOOK **Primary task:** ***"Enhance Motivation"***	- Work intentionally to enhance motivation - Provide feedback by summarizing the assessment results - Discuss the priority targets - Review potential barriers and obstacles - Work collaboratively with the client to complete the case plan.	- The priority target(s) are chosen in collaboration with the client - Client is committed to focus on one or more of the priority targets. - A goal statement is prepared.
MOVING FORWARD **Primary task:** ***"Provide Opportunities for Success"***	- Identify personal and social resources that will augment the case plan - Provide opportunity to explore service and treatment options across criminogenic needs and stability factors - Apply cognitive behavioral interventions - Promote healthy informal relationships that will support change efforts.	- Goals and objectives are formalized and the case plan is completed. - Client can identify personal and social supports necessary to achieve personal goals.
REVIEWING & SUPPORTING **Primary task:** ***"Reinforce Successes and Build Self-Efficacy"***	- Review and update progress - Reinforce successes - Introduce collaborative problem-solving strategies when obstacles arise or client is non-compliant	- Client continues to work on goals and objectives. - Goals are updated and new objectives are added - Uses collaborative problem-solving strategies to address difficulties.

Finding the Hook is primarily concerned with building motivation for change. This is the heart of Collaborative Case Work and sets the stage for all further interactions with the client. At the end of this stage the client should commit to work on at least one domain and priority target.

In this chapter we will introduce you to four advanced motivational strategies:

LSI-R Feedback	▪ Review the assessment results with the client
Prioritizing	▪ Where do we start? Identifying the domain and targeting a behavior
Motivation	▪ Assess and explore motivation?
Focusing	▪ Goal Setting

4.2 : Finding the Hook - Strategies to Move Toward Commitment

LSI-R Feedback

Feedback is a powerful strategy that can be used to enhance motivation and commitment to change. We recommend that you use this technique after you have scored the LSI-R assessment and completed the Case Mapping Worksheet.

Steps to Provide Feedback

The Feedback Wheel is a visual tool that you can use to present feedback to the client.

1. Use the Feedback Wheel (see next page) to summarize information and provide feedback to the client.

2. Place the wheel in front of the client and fill it in as you are talking.

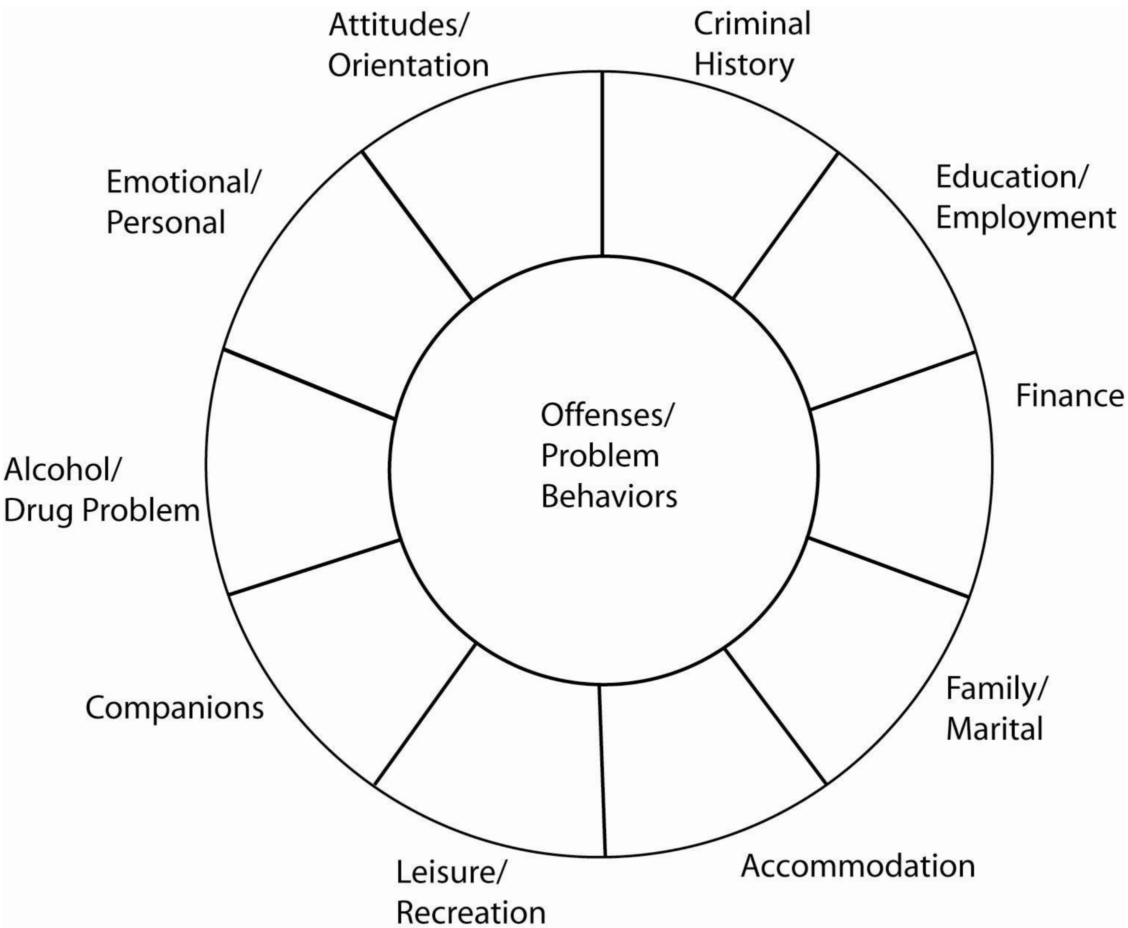
3. Fill in the client's most recent offenses in the center of the wheel.

4. Summarize the strengths by focusing on protective factors (e.g., positive role models, family/marital relationships, employment skills, talents, interests, etc.).

5. Summarize the three major challenges or priority domains and risk factors in relation to the offenses committed. Consider the central 8 and the big 4 risk factors, as you prioritize the three major challenges. You can draw this information from the Case Map Worksheet.

6. Summarize the incentives (rewards, carrots, benefits) expressed by the client during the interview. This can include any DARN-C talk.

LSI-R Feedback Wheel



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Prioritizing

Prioritizing is a technique designed to involve the client in the decision-making process. Essentially the client is asked to consider the LSI-R Feedback provided to him or her and to choose the starting point for change. This is perhaps the most simple of all motivational strategies and yet it is one that many professionals fail to use.

- Prioritizing encourages self-change talk and strengthens commitment to change by asking the client to decide which of the three [priority targets or challenges] concerns him or her most at the present time.

- Ask the question: *"What do you feel is the greatest area of concern for you right now?" "Which of the [challenges] do you think we should focus on?"*

- Once a target area has been identified. Begin to define the challenge or priority target as a behavior that has to change. Refer to the priority domains and LSI-R items to assist in defining the behavior.

- TIP: If you are having difficulty drilling down from the domain or priority target to a behavior then conduct a behavioral analysis:

  - Focus on the domain and items that were scored as a risk area. Ask the client to describe the last time a problem has occurred. For example, in this scenario the priority domain is Family/Marital and item 23 (Dissatisfaction with marital situation) was rated as a risk factor. Remind the client that during the interview he described the marital situation as dissatisfactory. Ask him to describe the last time he felt that way. Who was present? What happened immediately before? How did he respond? Consequences of his actions. Then repeat this focusing on the time before until a pattern emerges.

  - Isolate a behavior that has to change. For example, in the scenario above it might be that he would like to learn how to deal with frustration and express wants and needs appropriately.

LSI-R Feedback and Prioritizing

EXERCISE 4.1 LSI-R Feedback for Ryan

Large Group Discussion:

- Focus on each of the domains listed on the wheel and identify strengths for Ryan. How would you describe his strengths?
- What were the primary challenges (priority domains) that were identified for Ryan during Mapping?

Demonstration:

- Observe how the interviewer provides feedback to Ryan.
- How closely did the interviewer follow the steps for providing feedback?
- How did Ryan respond?

EXERCISE 4.2 Prioritizing for Ryan

Large Group Discussion

Prioritizing involves letting the client pick one of the challenges reviewed during feedback as the starting point for the case planning process.

- Which of the priority targets/challenges reviewed during feedback do you think Ryan will choose to focus on?

Demonstration:

- Observe how the interviewer models prioritizing.
- How did Ryan respond?
- What are the benefits of letting the client pick the target?

Assess Motivation

Once you and the client have agreed on the target behavior we encourage you to intentionally strengthen commitment and to clearly specify the behavioral outcomes.

Remember that motivation is not STATIC – it is dynamic and can change very quickly.

EXERCISE 4.3 **How will you assess and strengthen Ryan's commitment to change?**

Small Group Challenge

Identify one strategy or tool that you could use to assess and build Ryan's motivation. Feel free to draw from Chapter 2. List the strategy below:

EXERCISE 4.4 **Completing a Decisional Balance for Ryan**

Large Group Demonstration

The trainer will now demonstrate how to complete the Decisional Balance with Ryan. One of the trainers will play the role of Ryan and the other trainer will elicit information necessary to complete the decisional balance.

Listen closely for the use of OARS and summarize Ryan's responses on the attached Decisional Balance Worksheet.

We will use this information later in the training as we work with Ryan to develop a goal statement, objectives and tasks.

Decisional Balance

Name: Ryan **Date: xx/xx/xx**

Target Area (what behavior is the focus of change): Anger and Aggression

STAY THE SAME	1. Benefits of current BEHAVIOR. *"What do you like about _____?"* *"And what else?"*	2. Concerns about BEHAVIOR. *"What, if anything, concerns you about the ___ (problem)? "Does anyone else have any concerns about _____?"*
CHANGE	3. Concerns about CHANGE. *"Do you have any concerns if you were to ______?"* *"What effects would ___ have on you?" "What questions do you have if you were to ___?"*	4. Benefits of CHANGING. *"How do you think the ___ (problem) would improve if you were to ___?"* *"In what way would you benefit from _______?"*

Focusing - Developing a Goal Statement

Focusing is an important motivational strategy. It captures the commitment made by you and the client to work on a specific behavior. It helps you drill down from a domain, then from a priority target within a domain, and finally to focus on an actual problem behavior.

Before you move on to develop a goal statement, ensure that you are aware of:

1: The domain that you have agreed to focus on.
2: The items identified on the LSI-R that are risk areas for that domain.
3: The behavior(s) that you and the client have agreed to focus on.

EXERCISE 4.5 What is the problem with these goal statements?

Large Group Discussion

- ☐ Is this a good goal statement?
- ☐ If no, what would you do to modify it?

Several years ago we were asked to review probation files in a large department and to explore the priority targets identified in supervision plans for clients. These were the Top 9…

- Do Better
- Stop Doing Crime
- Stop Drinking and Doing Drugs
- Get a Job
- Get a Better Attitude
- Finish Community Service Work
- Get Different Friends
- Follow the Rules
- Comply with the Court Order

An Effective Goal Statement…

The goal statement is essential to the case plan. We strongly recommend that you develop the goal in collaboration with the client. As much as possible use his or her language.

We also suggest that the goals statement be framed in positive, outcome based language. A clearly stated goal focuses on changing a criminogenic need and helps you and the client visualize exactly where you want to end up. Goals are a powerful way to develop discrepancy and motivate change. You can use this as your reference point to monitor progress, track successes and to give the client responsibility for change.

TIPS To Set Goals

- Remind yourself of the domain, risk factors or criminogenic needs, triggers, and the behavior you would like to change.

- Develop a goal statement. The goal should be linked to the behavior and stated as a positive outcome. A goal is a general description of change. It is something that will be achieved once the behavior is no longer a problem. For example, my problem behavior is that I eat too much fast food. My goal statement would reflect my vision for the future- *"I would like to feel healthier and look better."*

- The goal may extend beyond the probation period. To ensure that the client has immediate success we encourage you to help him/her break this down into a series of objectives that are achievable within a short time-frame. We will focus on objectives and tasks in Chapter 6.

EXERCISE

4.6 ▪ Developing a Goal Statement

Large Group Discussion

Let's practice setting a goal for Ryan.

- What behavior does Ryan feel he needs to change?
- What outcome does Ryan hope to achieve? How can we state this goal in a positive way?

Why is it important to ensure that goals are individualized?

In the following scenarios both clients face challenges in the same domain and on the same items of the LSI-R. The goal statements should be different because when we drill down we see that the target behavior is different.

Sample Scenario 1: Female client

- Domain: Employment/Education
- Risk Items: 11-14
- Behavior: The client has never held a job for a full year. She has very limited job skills and has difficulty finding a job that will support her family.
- The goal for this client is to find a job that can support the family.

Sample Scenario 2: Male client

- Domain: Employment/Education
- Risk Items: 11-14
- Behavior: The client has never held a job for a full year. He has good job search skills, is skilled in construction and works hard at the jobs that he gets. However, he has frequently been fired for problems related to his attitude, low frustration tolerance and difficulty working with others. This contributes to difficulties in finding and then maintaining stable, gainful employment.
- The goal for this client is to learn how to get along with co-workers.

Why Should Goals Focus on Needs Versus Resources?

There is a tendency by many professionals to write goals that equate criminogenic needs with formal services. Formal services can be used as a resource to assist clients to address the need, however, a need and a service are not the same thing. Needs may be met by formal services and they may be met in a number of other ways. Thinking in terms of needs – rather than services can help us to develop more dynamic case plan goals.

EXERCISE 4.7 · Developing Goals Based on Needs

Working in Pairs

Read each of the goal statements below. Determine if the statement reflects a need or a service. Identify whether it is a need or a service in the second column by writing N for need or S for services in the space provided. If it is a service, hypothesize the underlying need and create a goal statement in the space provided. If it is a need, identify it as such and move to the next item.

Goal Statement	Need or Service?	Revised Case Plan Goals
Attend career counseling	*S*	***Learn job readiness skills to find a good job.***
1: Remain clean and sober.		
2: Complete mental health treatment with Dr. Wu.		
3: Take medication as prescribed for depression.		
4: Maintain financial stability.		
5: Apply for and access health insurance.		
6: Complete a parenting class.		
7: Develop a way to say no to people who pressure me.		
8: Finish the Thinking for a Change Program.		
9: Complete the intensive drug program.		

4.3 : Case Assignment #2

Team Activity