

Kansas State University Libraries

New Prairie Press

Academic Chairpersons Conference
Proceedings

32nd Academic Chairpersons Conference,
Austin, TX

Applying motivational interviewing techniques to increase faculty and staff motivation for change while decreasing resistance and fear of change.

Nadine A. Hartig
Radford University, nhartig@radford.edu

Follow this and additional works at: <https://newprairiepress.org/accp>



Part of the [Counselor Education Commons](#), [Educational Leadership Commons](#), and the [Higher Education Administration Commons](#)

Recommended Citation

Hartig, Nadine A. (2015). "Applying motivational interviewing techniques to increase faculty and staff motivation for change while decreasing resistance and fear of change.," *Academic Chairpersons Conference Proceedings*. <https://newprairiepress.org/accp/2015/Leadership/21>

This Event is brought to you for free and open access by the Conferences at New Prairie Press. It has been accepted for inclusion in Academic Chairpersons Conference Proceedings by an authorized administrator of New Prairie Press. For more information, please contact cads@k-state.edu.

Description of Presentation

TITLE:

Applying motivational interviewing techniques to increase faculty and staff motivation for change while decreasing resistance and fear of change.

DESCRIPTION OF SESSION:

105 minutes

Relevance of session to chairpersons: This session is relevant to chairpersons who supervise faculty and staff and are looking for new skills to address problematic behaviors or to facilitate growth within their faculty. The session is designed to be practical and hands-on, with the intention of offering different methods when dealing with difficult personnel issues. It also is designed to offer ways of mentoring and supporting faculty. Motivational interviewing is a theory with interventions used in clinical mental health practice to motivate clients to make life changes, while keeping rapport with the client. Applying these same interventions to a non-clinical population can assist chairpersons with fostering growth and change while still being an advocate and support person for the faculty member.

Presentation focus: The presentation focus is on skills for supervising faculty and staff, mentoring faculty, and leading during times of change in higher education.

Recommendations for chairs: This session will provide chairpersons with skills to assist them when working with a faculty member with problematic behaviors or when motivating a faculty member to change a behavior. These skills can also be useful when motivating a team or unit, particularly when there is a significant amount of resistance to change.

Audience Involvement: There will be opportunities to process both the knowledge and skills during this session. Participants will be asked to practice new skills in small groups using case studies.

The session will be divided into sections of teaching and practice. The basic outline of the presentation:

1. Didactic instruction: Overview of Motivational Interviewing, definitions, skills to increase a supportive and facilitative environment, teaching the ability to recognize and reinforce “change talk” and commitment language. (25 minutes)
2. Brief video of motivational interviewing practice (10 minutes)
3. Role play “drumming during change talk”, with processing (15 minutes)
4. Case studies in small groups: eliciting change talk skills practice (20 minutes)
 - a. Case 1: a faculty member who is not making adequate progress towards tenure and promotion.
 - b. Case 2: a faculty member whose teaching is subpar and is not showing motivation to improve his/her skills.

- c. Case 3: a faculty member who seems unhappy in many areas of his/her life, including work, and is demonstrating some concerning coping behaviors.
 - d. Case 4: a faculty member who is very demanding, yet others are complaining he/she is not carrying his/her workload.
 - e. Case 5: a brand-new faculty member who is excited, but so very overwhelmed and a bit lost.
- 5. Didactic instruction: Rolling with resistance, developing a change plan, and traps to avoid (15 minutes)
 - 6. Case studies in small groups: rolling with resistance skills practice (15 minutes). Using same cases, but adding information.
 - 7. Q & A (5 minutes)