Episode 40: Third MI Practitioner Forum with Norma

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CASAT: Lions and Tigers and Bears MI is brought to you through a collaboration between The Mountain Plains ATTC and NFARtec In episode 40, Paul and Amy welcomed their third guest in the MI Practitioners Forum series. For episode resources, links to episodes, contact us and other information, please visit the Lions and Tigers & Bears MI website at mtplainsattc.org/podcast.

Paul Warren: Lions and Tigers and Bears MI is an interactive podcast focused on the evidence based practice of motivational interviewing, a method of communication that guides toward behavior change while honoring autonomy.

Amy Shanahan: I'm Amy Shanahan.

Paul Warren: And I'm Paul Warren.

Amy Shanahan: And we've worked together over the past 10 years. We've been facilitating MI learning collaboratives and providing trainings and coaching sessions focused on the adoption and refinement of MI We're also members of the Motivational Interviewing Network of Trainers. Join us in this adventure into the forest where we explore and get curious about what lies behind the curtain of MI Hello, Paul.

Paul Warren: Hello, Amy. Welcome back from the MINT Forum.

Amy Shanahan: Oh my God, I am just so, my cheeks hurt from smiling. Had, such a

great time, including hearing from folks who listen to lions, tigers and bears MI

Paul Warren: Exactly. You know, somebody came up to me during the MINT Forum, which this year was held in Lisbon, Portugal, and said, you know, your voice sounds so familiar. You have a face that radio would love. They didn't say that. I actually said that.

Amy Shanahan: Yeah, I bet you did.

Paul Warren: Yes.

Amy Shanahan: Yeah, someone said to me, oh, they it's nice to put a face to a voice because they didn't ever meet me before.

Amy Shanahan: Yeah.

Paul Warren: I must also add, I returned from Portugal yesterday, so my cheeks also hurt, but from sitting on a plane for like 20 hours.

Amy Shanahan: Too much information.

Paul Warren: Exactly. Too much information.

Amy Shanahan: Yes. I got home last night as well.

Paul Warren: Oh, you did?

Amy Shanahan: I did, yeah.

Paul Warren: Oh, yeah. All right, well,

Amy Shanahan: well rested and really happy to see a beautiful face. I know the listeners can't see her face, but I can. And I'm so. I'm smiling even bigger now because a beautiful friend and colleague of mine has agreed to join us in our conversation. Her name is Norma McKay. She hails from Illinois. And I've had the pleasure to work with Norma and some of her teammates in Illinois on their implementation of motivational interviewing. And I won't steal the show and say everything because Norma has her own story to tell, but I'm so happy to be joined today with Norma. so Norma, if you wouldn't mind, you could say hello and let us know who you are, what you Do. And yeah, we can start there if you don't mind.

Norma McKay: Well, thank you so much, Amy, for this opportunity. I am Norma McKay and from Illinois. And, you know, my journey with MI started a little bit before COVID And, I was actually invited to go. And I think it was part of the MINT conference in Illinois at Northeastern University. and I went. And I was amazed at how and what motivational interviewing was. I was. I was with child welfare professionals and educators and, domestic violence advocates and substance abuse counselors. and there were some attorneys present, and other medical staff. And, just listening to the presentations. And I remember that day just feverishly taking notes, and then putting like little stars and hearts at where it really made sense.

Amy Shanahan: So you're one of the type of folks that I've heard similar stories that, wow, I showed up and there were so many parts of it that I got it and I wanted some of that.

Norma McKay: Absolutely, yes. Yes. When I. When I was there, I had already probably

put in maybe 22 years of service in child welfare. in my journey, with child welfare, I did child protection. And then I did intact and permanency work. and the last third of it has been in management. And so when I was sent to this opportunity to understand the foundation of what motivational interviewing was, it was at a time that I

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Norma McKay: was in management and I was not supervising anyone. But I was implementing different child welfare models in spirit specific areas of the state. And so without having authority over the individuals I was working with, I needed to rely on myself and really show the individuals I was working with that it made sense and that they should try it.

Norma McKay: And so when I went to the MINT opportunity and was a highing at moments and starring others and hurting others. And I also had question marks on some because it was the first time that I ever heard about motivational interviewing. I had interviewed, like I said, in child protection for half of my career. So I knew how to interview. I had been sent to interviewing classes, and I knew how to engage. I, But I. I was in a different role. And so it was interesting to. To really look at what motivational interviewing, what they said it was. Right. And it was, It made me think,

Paul Warren: you know, I'll jump in. I'll jump in here for a moment just to say, I, too, am thrilled, Norma, that you're here and that you've. You've made yourself available to participate in what Amy and I often fashion as kind of a roundtable conversation slash practice Opportunity. And I want to go back to your feverish notes and your hearts and your stars.

Norma McKay: Yes.

Paul Warren: and I'm wondering if, and I know it was a while ago, I am wondering though if there was anything in particular that as you were sort of getting that exposure. Can you tell us a little bit about, you know, some of the hearts, some of the stars, some of the things that really jumped out at you about this evidence based practice?

Norma McKay: I think what really jumped out to me that I interpreted of what they were talking about was being present, silencing the cell phone, making sure you're right there. And we were still doing in person at that time. Right. and so that was a big star. a heart was when I saw. Because they were doing role play and I saw two individuals speaking to each other and they were providing a lot of reflections, but it didn't seem scripted. It seemed like they really cared for each other. and the only way that I was able to do my 13 and a half years of child protection was to build a relationship with the families I was serving to be able to leave that home knowing that they were safe. And if I couldn't leave that home knowing that they were safe, then I was taking them with me, the children, or sometimes the parent and the child to a safer place. And so that was something that, really stood out that my day, because it was a day of motivational interviewing, the stars were just in. The hearts were about, wow, these people really care about each other and they want to show us how to do that with everyone. And it's not only for child welfare, but there was, I was grouped with. They put us in groups where we were talking amongst each other. And it was, like I said, educators and lawyers and domestic violence advocates and substance abuse counselors. And it was, ah, ah, in all different ages and all different ethnicities. and yet the people that were leading were, I thought, doing something like I was doing

Norma McKay: in my profession, in my practice. and now that I was in a different role.

Right. I wasn't serving families, I was serving staff without having direct authority over them. How, you know, that was my question mark. How can this help me

Paul Warren: understandably? And, and you know, one of the things that really stands out to me and probably why there were a lot of stars and hearts on your list, is that clearly, authenticity as well as engagement, which, you know, and that coupled with presence is probably the three most important things that you can bring to any conversation

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Paul Warren: to communicate your caring for the person. And, I could understand why your page, as you listen to this, would really resonate for you with that, that it felt really familiar with what you were already doing.

Norma McKay: Yes. Right now I'm feeling fireworks inside because when they were talking about the spirit, it defined Norma McKay, not only with my profession of child welfare for 33 years, but who I believe I am, I always have believed that I am here to serve, and to be present. and so that spirit I remember now, that was like a big, you know, stars and hearts and circle around it. Because that was really what I think that's what I took away from that day, was that this is who you think you are. You need to learn more about this to be able to then help yourself in your career with what you're doing now with implementing models, evidence based, with child welfare staff.

Amy Shanahan: You know, listeners can't see you, Norma, but, I would like to tell them that you were drawing big circles. Like you were enthusiastic around circling things.

Paul Warren: Well, it's funny that you'd say that, Amy, because I have a feeling that they could hear those circles being drawn with Norma's voice. And it reminded me. What Norma said reminded me something that Billy Jo Smith said one time. She coined a really interesting phrase, Norma, that I think in, in many ways speaks to what you're describing as somebody who's an, an enthusiastic adopter because something resonates for them about motivational interviewing. And then they just want to find out more so that they can then bring that to the, to the work and to the particular position that they're in at that particular time.

Norma McKay: Yes, yes.

Amy Shanahan: And, and I was

Norma McKay: wondering.

Amy Shanahan: Go ahead, Norma. Yeah,

Norma McKay: I was just going to say, as my journey continued, that I got to work with you, Amy, and with others on motivational interviewing, then that passion grew greater because I learned more. and then it made sense. like for me, I'm a big advocate of listening to sustain talk and change talk now. and then my other one is the root motivation. Looking at the root motivation, not at the root cause. So my child welfare background with child protection was looking at the root cause.

Norma McKay: Ah. So then as my journey continued with learning motivational interviewing, I learned that as really looking at the root motivation, right at the strengths, and then that root cause will come out.

Amy Shanahan: I was going to ask a follow up question about your question marks because you mentioned one was, wow, I'm all excited about this. How do I impart this in the workforce where I may not have authority to do that? And I know I Trust. Because I could hear it and Paul can hear it, your enthusiasm and it always matches your, you know, you walk the walk and you, you walk the talk. And I've seen that in you and I hear that in you. And you mentioned you had some question marks on the page, one of which was how do I impart this for others? I'm wondering what other question marks did you have in your journey when you were first learning about it? Trying some of it, whether it was on the page or in your journey.

Norma McKay: Yeah, I think the question marks too, like one was about because I really connected with the spirit and because of having no authority. Right. No supervision over the individuals that I'm working with, I did not want to come off as being fake or being at the same time non empathetic to what they're experiencing. Because I know change is hard. I know the theory of change. And so my question was how do you balance that? How do you balance being excited about what you're going to implement? Being excited because you have a bit of foundation now with the spirit of MI M And you may like I practice some techniques and then delivering it, applying it to my everyday conversations with staff. and we were

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Norma McKay: implementing different models at the same time. So it wasn't just a one model and done. It was asking staff to do many new things because they were pilots going on for child welfare, to improve child welfare. And yet how was this going to work with the pushback and the resistance of wanting to keep the same and not change with models?

Paul Warren: Yeah. And you know, you're making such an interesting focus for this conversation because based on what I I'm understanding from what you're saying that your implementation was really through this, through the person who's carrying a message but has no authority in order to cause folks to either get additional learning or to engage in some sort of practice. This. So how do, how do I talk about this in a way where I'm helping to kind of ignite a fire that maybe lead to their own moving forward in this? Because you, you can't really control whether they're going to go forward or not going to go forward.

Norma McKay: Absolutely. Absolutely right. All I could do was take their hand and ask them to trust me and let's move forward. And some went, and some were hesitant to go and some didn't go

Amy Shanahan: m.

Norma McKay: and so that was my question is how can I learn more about motivational interviewing to do what I was asked to do, which is to implement models across child Welfare with, with leadership and with frontline workers.

Amy Shanahan: You shared some important things. that probably comes natural to you because of that spirit that speaks to your heart and also your curiosity and understanding and being not only empathic, I heard compassion. I took their hand and walked with them. Some of them wanted to go, some of them didn't. And I didn't hear like you went behind them and pushed them, forward. That you continued to stay curious and learn yourself in the same process, as you were walking alongside others because you understood that change is hard and you understand the model of which people change. So understanding people's movement through change. So you were

doing it, modeling it, and also, being with them as you were trying to be enthusiastic with them and for them and hoping that you're able to guide them along the way.

Norma McKay: yeah, yes, absolutely. That's what it was. And so me wanting to learn more and practice more motivational interviewing and learn the tools, right, that that I learned about, you know, oars and darn, cat and you know, I know, and just the practice of it. And then my journey continued with mi, to the point now that now I have five staff that I'm supervising. and so with that, you know, that's, that's a little different now. instead of being a, army of one, I'm an army of six. And so, that the motivational interviewing that I've learned and practiced and still to this day intentionally do, has really helped in our process of implementation.

Paul Warren: You know, Norma, I'm wondering, if it would be okay if I asked you a follow up question in regard to. Because now you have staff that you actually supervise. and I'm wondering if it would be okay if I asked you a follow up question in regard to how you communicate with them about. Am I?

Norma McKay: Oh, absolutely.

Paul Warren: Okay, so. And I think I'll just preface this question with saying I think that there's a great parallel between what somebody who's speaking to a participant, a consumer, a client, how they may talk about change with how a practitioner might talk about change with someone that they're providing care or services to. Similarly, as to how you might talk about change in terms of learning a new sort of way of interacting or a new way of using tools with the staff person. So my question to be very clear is

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Paul Warren: if I were a new staff person that you just hired, how would you put motivational interviewing on the table in terms of my joining your army and now us being an army of Seven.

Norma McKay: Sure. I think that I really like centering myself before I would meet the individual. And what that centering would be is I would prepare myself to have that conversation, which means again, being present and making sure that there are no distractions that will happen. And then I'm thinking about really getting to know that individual, wanting to know, who they are, and what their aspirations are and what kind of relationships are important to them. and then sharing about myself and really reflecting on what we both speak about. and then after that I think I would, you know, incorporate and explain about motivational interviewing and, and see if they know about it, if they, if they do it or if they don't know anything. Like when I went to that day at Northeastern, I knew nothing. and so continuing the conversation is so, you know, what do they know about it? And if they don't, then just sharing, what it is and how. It's really been such an asset in my journey of life, not only professionally but, but personally since I was introduced to it.

Amy Shanahan: I'm hearing a couple big pieces of first of all, engaging with someone. So that's a parallel of practice in mi, being curious about what they already know or don't know. And it was such a beautiful thing that you said you. And then connecting like some similar values so that you're making some connect connections of your own personal journey with mi. before you get into mi, and maybe even the beginning of Ask Offer Ask sounded a little familiar. What did you hear, Paul?

Paul Warren: Well, if it's okay with Norma, I'd like to comment on a couple of things that you said, Norma. because like Amy, I heard several things that I think could potentially

be extremely valuable for our listeners to this particular podcast. If that would be okay with you, Norma.

Norma McKay: Oh, yes, please share.

Paul Warren: Okay, so first and foremost, I, can't thank you enough. And please confirm for our listening audience that neither Amy nor I paid you to say what you just said.

Norma McKay: No, not at all.

Paul Warren: Okay. And she's not winking or anything. You didn't pay her. Norma, the first thing you said, and it hit me like a ton of bricks, in a really good way, like soft, friendly bricks. Was, was that you said I would get calm within myself, I would center myself and I would prepare myself for, for this conversation that is worth its weight in gold. And it reminds me of what our colleague and clearly one of the creators of Mi, Dr. Steven Rollnick, basically said directly to Amy and I and a couple of other mentees, Whether he remembers it or not, I certainly do. when he talked to us about what are called the six sees. And the first of the three things that you want to bring to the moment, the first is calm. And that is so overlooked in the effective practice of motivational interviewing. And you just so naturally and clearly laid that out. So I just wanted to put a big bright yellow highlighter underline with gold sparkles on that because

Amy Shanahan: big stars.

Paul Warren: Big stars and several hearts. Yes. because that is something we have control over. That is how we can prepare to do the next part, which Amy really identified

it, I think so clearly and accurately, your commitment to the process of engagement before quote unquote, getting to the work. So

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Paul Warren: I, I, I have to say, and I would also concur with Amy, that you, you said again quite naturally, quite authentically, I would ask the person what they know about it. Yes. And and again that is the beginning of that strategy. Ask, offer, ask. And that is, that is valuable with somebody you supervise. That is valuable with somebody you're providing care to all of those things. Calm, investing in the engagement, also asking them what they know before you open your mouth.

Norma McKay: Yeah. Yes.

Paul Warren: Yeah.

Amy Shanahan: I'm wondering if I could interject the six Cs because I'm wondering, Norma, have you heard of that at all in your journey?

Norma McKay: I have not.

Amy Shanahan: So maybe some of the listeners have heard it because I think we've mentioned in maybe previous episodes, but not fully. And I want to interject it because Paul said at the beginning of our talk that we just got back from a mint forum and we actually had the opportunity and the fortune to have a follow up conversation with Steve Rolnick about the six C's because he originally didn't remember one of them. Now he knows them and he shared them. And I'll share what they are so folks can hear what

they, what what he means by them that he says, like sometimes in his journey of, of practicing as a helper listener, he would get caught up in having too much clutter in his head, maybe trying to be too clever. I got to do that mic drop reflection. and we were not sure about that third C, but he said, we came up with control, but he said complexity. And then the other three Cs in my interpretation are the anecdotes to those. One of which you've highlighted well, and Paul highlighted it with a yellow marker and circled it and starred it and is being calm. And the other thing that you demonstrated, one of the other Cs was the curiosity that you are genuinely curious about the people you're sitting with. And then final, the third C in the anecdote C's is being compassionate. And you also mentioned that walked alongside them. so what, the follow up conversation that we had with Steve was that, well, I said, well Steve, we thought you would publish that in the fourth edition because you were talking about it before you published the fourth edition of Mi book. And he goes, but, but Amy, those are my C's. Your six C's might be different. I have a harder time with some of the, you know, clutter, cleverness and complexity. You might have different things that you're, you're journeying through. And I thought, well, that's interesting because I really resonated with all of them. but I'm wondering, Norma, what do you think about that? If you are going to pick your three Cs or one or two, would it be any of those or do you have your own C or a different word that, you know, you work on?

Norma McKay: Yeah, that's interesting. I, I like two of the Cs and I think that I'm working on two of the Cs. Clever and clutter.

Amy Shanahan: M.

Norma McKay: clutter is that the models we are implementing have many pieces, many modules, many steps, many documents, templates. Clever is that I've had the

opportunity to study them, be trained in them and be coached for much more time than the staff that's receiving the implementation now. And so at times, often when I am in meetings, in person or in virtual, I can control the clutter because I have the manuals in front of me and I know where to go to find the answers or to refresh my memory. The clever I also have to control because it has now become like an innate way of thinking because of having so much exposure to the models. And I need to realize that the individuals who are being, who are doing the implementation have not had that exposure, had had minimal exposure, even just foundational definitions and templates. and so I need to be mindful of both

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Norma McKay: in order to show them the spirit of motivational interviewing and to be curious as to how they feel and where they are because they're doing the work of the frontline staff with the adoption of the evidence based models. And I am the manager over the individuals that are providing the coaching and so really being able to answer their whys as to why are we doing this, and being able to listen to how they truly feel about what their everyday looks like.

Paul Warren: M. Yeah, you know Norma, there's something that you said that I absolutely want to quote you on. And then I have two additional Cs that I'd like to throw into the mix. you said quote and tell me if I mess this up. But you said quote, to show them the spirit of M. Am I?

Norma McKay: Yes, I did say that.

Paul Warren: You did. And boy, did that resonate and, and sort of make my skin prickly

in a good way. Because we, in order to create rapport and to engage a person must be that manifestation of calm, of, of curiosity, of compassion. And and to me, very simply stated, that is what showing somebody the spirit of MI is. It's other things too. You know, it's honoring somebody's autonomy. It's deeply trying to understand it from their perspective. It's other things too, but ultimately it's meeting them with our calm, our curiosity and our compassion. I think

Norma McKay: m.

Paul Warren: So the two Cs that I want to throw in, one is that I think one thing that Steve maybe is forgetting from the conversation that he originally had with us is the context within which he offered those six Cs, and that is simply this Billy Joe Smith, whose name I have now said twice.

Amy Shanahan: She's going to be thrilled.

Paul Warren: Yeah. And sadly, I don't get like a kickback for mentioning her name. But, but I have to give credit where credit is due. Billy Joe asked. Third time Billy Joe asked a really, really great question. She said, you know, I'm fairly new to the practice of motivational interviewing, Steve. And you know, could you, could you tell me if you were going to like, offer some guidance to the beginner, what would you say? And that's the context within which he offered those six Cs.

Paul Warren: So he answered that question in regard to supporting somebody very similar to what you're saying about folks who haven't had as much experience or exposure as you to this evidence based practice. And the other C that I would add, and this is in, in regard to Steve's response to Amy is I think he's being a little crafty here

because he's trying to have his cake and eat it too by saying, you know, these are my six Cs, yours might be different. I will, I will support his autonomy in regard to that. I will also support that the six Cs that he offered to us are solid foundational guidance for anyone who wants to practice motivational interviewing. And I have used these six Cs in my own practice with myself. I have used these six Cs in trainings and, and I, Amy, I think you alluded to this. People resonate with these and you see the fear and the tension that they have about this evidence based practice, which by the way, the people in Bulgaria call the protocol.

Amy Shanahan: Oh,

Paul Warren: you, you can just see their anxiety slip away when they realize, okay, I can let go of the clutter that's in my head. I can let go of trying to be clever and give the right answer. I can let go of control or complexity and I can bring these other three things. So, so thank you, Steve. Whether you hear this or never hear it, I can't thank you enough for, sharing that. And Norma, thank you so much for like, really laying out so clearly how you approach a moment in this conversation.

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Amy Shanahan: Well, you know, and I would add to that, and certainly want to hear your reaction to Paul's beautiful summary. Even though they were Steve's six Cs, I think not only do they resonate kind of easy to remember without studying it, because we all experience this stuff. So when I know, when I use it in my own work or in my own practice and also in my trainings, it stands out to people because people will say that. Similar to what you say, Norma, I got all this stuff to think about, worry about, clutter. I have these rules I have to follow from institutions where I work or insurance companies

or whatever the protocol is that I'm implementing. it kind of bogs us down sometimes. We got all this stuff in our head, so it resonates. And you did such a beautiful job without knowing the six Cs, illustrating what it can look like in practice as a support, as a supervisor, as a human being.

Norma McKay: Yeah, thank you both. I mean, I think, Paul, you hit it on the head. And Amy, thank you for sharing the six C's. It makes sense. It really does. And I'm thinking now that I could probably explain each C in detail to you. so I'm going to remember that because I think that'll be very helpful when, you know, in my role as the supervisor now, I think I can bring that to them, you know, as we walk this journey of implementation with our staff, to just really think about, you know, what it's looking like in their prospective areas that, you know, that they're working within the state.

Paul Warren: No, it prompts me, Norma, when you say that, to want to ask you a follow up question in regard to, something that you raised because you said at one point that sometimes a staff person will say to you, you know, you, you've asked them about what they know. You've reflect that back to them. You are, you're really trying to understand it from their perspective. And they will say to you, well, why exactly are we doing this?

Paul Warren: and I'm wondering, you know, if I or Amy had the opportunity to have you as a supervisor and one of us said to you, you know, okay, Norma, so the state says, as per funding, we have to use evidence based practices. And why else are we doing this? I'm wondering how you might respond to that.

Norma McKay: Sure. I think the why goes back to my strong belief of servitude, which is really getting to know who you're talking to and how they feel. And ultimately the why is for who you're talking to, to give them the autonomy to be the best person they can be,

whatever that looks like. so whether that is, you know, doing it professionally in child welfare or doing it with a friend, or doing it within a church community is, is really, really to be present and to wish them the best, and to really be able for them to see that.

Paul Warren: You know, that's the second time you've emphasized to be able to see it. And if you're okay with it, I'll also attach see it and experience it in the exchange.

Norma McKay: Absolutely. You have to, right? You've got to. In anything that I've done in my life is seeing is believing. And it takes time. It just does. And so absolutely, it's experiencing it, it's feeling it in your heart, mind and soul that you're doing what is meant to be, just to be right, to be humanistic, compassionate, and remain curious. to, to. To really grow.

Paul Warren: You know, I, again, I want to underline the, the being able to see it or experience it in the exchange because, one of the folks that I had the great opportunity to work with while I was abroad said something to the effect of very similar to what you're saying. And I think it speaks to the universality of this because it was a totally different culture and everything, but they were saying something to the effect of like, you know, I can feel all the compassion in the world in my heart and in my head. If I don't somehow make that demonstrable, if I don't somehow express that, the person will never know.

Norma McKay: Yes, absolutely.

Paul Warren: And I think that that's really, it's very easy to forget that because, you know, I could feel

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Paul Warren: like, you know, I'm listening to what you're saying and I'm feeling all this compassion. But if I don't somehow make that that palpable in the moment.

Paul Warren: You will never know that. And part of practice is being able to communicate that either verbally or non verbally or however you communicate it. But. But it must be communicated one way or the other.

Norma McKay: Yes, absolutely. Absolutely yes. That makes me think about the first thing that I started with is centering myself and present in that that's really who I am and that's helped me throughout this journey. Career is, is when you yourself feel like someone is there with you, listening to you, feeling what you're saying, whether in person or virtual. It makes such a difference than when the person is there but not physically or emotionally there.

Paul Warren: I'm nodding. Yes,

Amy Shanahan: me too.

Paul Warren: I had to say that for radio purposes.

Amy Shanahan: That was like a pause. Just let it sit there for a while. Norma, I am curious when. Because you have such a beautiful style and I'm just thinking, man, I wish you were my supervisor. When you're working and walking alongside people and you mentioned holding their hand and walking alongside and some of them wanted to come and some of them kind of didn't. how do you navigate that? Because I wonder if

you have your own experience with that in your several decades in child welfare when you're invited to or told you have to implement something. How did you navigate that and how do you guide people who don't want to hold your hand and walk alongside you? What are some things that you draw on in your beautiful strengths?

Norma McKay: Sure. So I think the first question of how I navigate when I was doing the work of having to implement right when I was in that role and that was because of my curiosity, I wanted to learn so much about what we were doing. and I'd have many questions and I'd want to read more and I'd want to I guess role play it. Right. I'm very much, I'm very visual learner as well. So if I was able to see it and believe in it, then I could run with it and I could see how I could connect and make my practice even better. When I was in then the role of, like I said, walking hand in hand and some would walk with me, some sometimes walked in front and some didn't come at all. The individuals that didn't come at all, I still invested in those individuals and got to learn who they were and what they wanted. And at times it became more of a role of a mentor or a role of professional development. As to that individual really telling me they just stumbled upon this position, it was just Something that came and it's a stepping stone. And now, because they don't see the connection with the model that we're implementing, they think they want to do something else. And then we talk about, what is it, what is it that drives you? What are your aspirations? What, what would you, you know, what is that one day, of a career that you think would be outstanding? What does it look like? And just really figuring that out. And so the ones that did not go, some chose other professions, some chose to leave, and some chose to stay. And it took a little longer for the implementation to happen because they were just not ready for it. And so giving individuals grace because we will get to that. The goal is to be fully implemented. Right? But it takes those steps of, you know, initial and partial, and, really understanding the stages of change and where the person is.

Amy Shanahan: You actually mentioned, that and in your examples time and time again in this conversation, really acceptance. That whole aspect,

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Amy Shanahan: that whole piece of the spirit, around people are the best versions of themselves. I think you even said that, and people can't see your face either. But, boy, when you speak, if we could just record your face because it equals the authenticity and genuineness that we try to talk about. Like, how do you know Norma means what she says? Norma has repeated. You have repeated yourself several times. Your face is consistent. And we didn't underline or know that this was going to be, about mentoring and leadership. This would be a beautiful episode for folks who lead others that I can imagine walking with these folks that are going, I don't know if this is for me, that they probably had one of the best conversations in their career with you to be able to decide and make those hard decisions that they made. I got to move on, or I got to go to a different department or I'm going to leave. And others are like, all right, this normal person is going to walk alongside me, even though I'm skeptical, with a kindness and compassion that, is so needed, especially in the work that you do and in the work that we do in helping others find their way to be, in a better place in space.

Paul Warren: You know, I agree with Amy in terms of what she said about how this, this would be so useful for someone who's supervising others. I cannot ignore the parallel, though, between how beneficial this is for somebody who is the practitioner working with the person receiving care or services, because that was probably one of the most honest descriptions of that often used somewhat, seemingly hollow phrase of meeting a person where A person's at. You described the. The. The process of meeting a person, where a person is at, and letting them be there. The other thing that I think is such a

powerful parallel to someone who's a practitioner in terms of what you said, and I can't thank you enough for saying it, and I think it'll really benefit anyone who listens to this conversation, is you said that, you know, if the person's not. If they're. If they're not in the. If they're not sure if they want to go in this direction, if they're not sure that this is what they want to do, I invest in finding out more about who they are. That could not be more. Am I consistent? Could not be more of a beautiful example of how engagement continues throughout the conversation that we have with somebody. And. And people are not always in that moment ready to say, I'm, gonna do this

Norma McKay: right.

Paul Warren: And again, you gave such a practical roadmap of, that that's okay, and that I can simply invest in finding out more about this person. I can continue to grow our relationship.

Norma McKay: Yes.

Paul Warren: Really, really. So seemingly simple and also requiring great presence, humility, and openness, to do that.

Amy Shanahan: And I'm also going to plug in some specification here of moving from engagement to focusing. You really demonstrated a, beautiful sampling of how you can navigate being on that step with someone where the focus is maybe institutionally driven or leadership driven or the practitioner driven. Like, I think this is where we're going together, or I think this is where we should be going together. Not that I like to should a lot. but that happens to some of us, depending on what our role is. And you shared some beautiful examples of how to kind of go back to engagement and revisit,

wait a minute, where are we going together? And even in those three different examples of different staff members, those were three different answers. One was not sure they wanted to be on that step with you. Another was going, I don't want to be on this step, and thanks for asking. Bye. And the third was like, yeah, I guess I

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Amy Shanahan: want to be on this step with you, but I'm not sure. I'm not in love with it. and I just am hearing the two of the four tasks as we're having a natural, organic conversation to plug in, plug and play what Norm was talking about in the journey with Walking with People.

Norma McKay: Thank you so much. It makes me think of what both of you are saying, of what I've really been working on since I stepped into management, which has been 13 years. And that's really making transformational relationships. I really, really thought, and I still think that that is the answer when you step into management, that I know we have transactional relationships, but ultimately to move forward it. I need to make transformational relationships.

Paul Warren: You know, I'm confident that we could probably, talk about this for at least two or three more hours. Alas, we are running out of tape, if we even use such a thing in these days. I am, I am wondering though, you know, I'm so, intrigued by your framing of transformational relationships because I'm hearing inherent in that, Norma, I get the opportunity as the provider to transform too. Not, it's not just the person I may be providing care to. It's not just the service I may providing. It's. It's a, It's a reciprocal transformation. Yes, exactly. It's a tr. It's a transformational partnership. And again, we could spend another whole episode on that. I am wondering though, if, if you would be

willing thinking from maybe, advice is not really the right word, but support for the provider. Based on our conversation, if there was one thing you would say to the service provider, the caregiver, in terms of their use of motivational interviewing, what is something that you may offer to them from your clearly heartfelt perspective? What's something that you may offer them, to help them to grow forward? In regard to the evidence based practice of motivational interviewing,

Norma McKay: I think that I would offer to them that motivational interviewing is inextricably linked to who you are. You will get to know yourself more. The more you get to know what motivational interviewing is and how you apply motivational interviewing and practice it. So giving yourself grace and autonomy at the same time to practice so that it becomes innate in your heart as to the words you use and how you communicate.

Amy Shanahan: You have the belief that everybody has this potential in them and that if they tap into it and practice more, it will become a part of their everyday walking and talking with the people that they're serving.

Norma McKay: Absolutely. I, I do believe that. Yes. That's when we're at our best, when we know what we need inside.

Amy Shanahan: You know what I'm wondering as a follow up too? As we start to wrap up when the clutter of life and the clutter of the workforce gets in our way, what, what do you say with folks? What, what, what do you do, Norma, when, when you navigate your own clutter, what is maybe your anecdotal C or other words that help you navigate that.

Norma McKay: I think my anecdotal C is centering myself, entering myself to find the peace and the presence I need to move forward with what I need to do in my everyday

life. Which is. Right. Everyday life is yourself, your family, your friends, your peers at work and any other individuals that you're serving to make your life brighter. So it really is centering.

Amy Shanahan: See, we each have our own C's. As Steve recently.

Paul Warren: Yes. And I'm still going to go with the idea that there could be classic C's

Amy Shanahan: sort

Paul Warren: of like co classic that maybe can help center. Certainly help center me and

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Paul Warren: maybe also help center, folks who are finding themselves and this evidence based practice as they, as they bring their best selves to the care that they're offering. Norma, I cannot thank you enough. It's truly been a pleasure to engage in this conversation with you. I hope that we will have a chance to continue this conversation in this format or some other. And I really thank you so much for your valuable time to join us for this conversation.

Norma McKay: Thank you so much. The pleasure is all mine. I really enjoyed our time together and I've learned some, some information more about motivational interviewing with the six C's.

Amy Shanahan: Thanks so much. Norma.

CASAT: Thanks for listening to episode 40 of Lions and Tigers and Bears MI be on the lookout for new episodes coming soon.

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