

## CHAPTER 13

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# Motivational Consulting

### **What Will This Chapter Tell Me?**

Motivational Consulting involves reviewing the intervention and treatment integrity data with the implementer in a supportive manner to highlight the relationship between improvement in student outcomes and consistent implementation. In the PRIME Model, Motivational Consulting is considered a Tier 2 Implementation Support. This chapter describes Motivational Consulting and how to get ready for and deliver this strategy. After reading this chapter, you will be able to successfully prepare for and implement an effective Motivational Consulting session.

### **What is Motivational Consulting?**

The purpose of Motivational Consulting is to increase the implementer's self efficacy by (a) providing the implementer with information about intervention implementation and (b) using empathy and positive regard as a consultant. Motivational Consulting was developed based on the Motivational Interviewing literature. In PRIME, Motivational Consulting is considered a Tier 2 Implementation Support. It is most appropriate when (a) treatment integrity is inconsistent (e.g., fully implemented some days, little implementation the next); (b) treatment integrity has been high, but has decreased over

time; (c) treatment integrity data indicate low levels of exposure, even if adherence is overall adequate; or (d) the Implementation Beliefs Assessment (IBA) data indicate the outcome expectations subscale is low (see Chapter 9 or Appendix I for additional guidance). Following Motivational Consulting, the implementer will know the link between treatment integrity and student outcomes and thus, be ready to maintain intervention implementation over time.

## **How to Prepare for Motivational Consulting**

To deliver Motivational Consulting, some preparation is necessary. Be sure to review the general guidelines for a PRIME Implementation Support meeting (see Appendix E). In particular, make sure to review the intervention plan and Implementation Plan and feel prepared to describe and implement them. Beyond the general guidelines, preparation for Motivational Consulting includes 4 steps:

1. Breaking down the intervention plan into teachable intervention steps;
2. Planning for Motivational Consulting to take one session outside of the Implementation Setting;
3. Reviewing the implementer's Implementation Plan, IBA data, and treatment integrity data; and
4. Readying necessary materials.

### ***Step 1: Breaking Down the Intervention Plan***

First, review the intervention plan. In doing so, consider how to best review the intervention plan with the implementer. Divide the intervention plan into grouped intervention steps that will help the implementer understand (a) the overall intervention plan and (b) how the intervention steps fit into the larger components of the intervention. For example, with a behavior support plan, it may be helpful to group intervention steps into antecedent (e.g., establishing and defining a classroom schedule, active supervision), teaching (e.g., teach behavior expectations, teach problem solving), and con-

sequence (e.g., classwide group contingencies, positive reinforcement) strategies. For other types of interventions, organize intervention steps into logical groups to teach to the implementer. For example, you may divide the intervention steps according to when the steps must be implemented (e.g., all steps delivered at once, different steps provided at separate times) or the theoretical links between intervention steps (e.g., if several steps are based on one principle, if intervention steps build on one another). Note that this step may have already been completed when Direct Training was delivered. In this case, it will likely be appropriate to use those delineated intervention steps.

### ***Step 2: Plan How to Complete Motivational Consulting***

Next, plan when to complete the Motivational Consulting session with the implementer. Delivering this strategy will take one session outside of the implementation setting. Review the steps of Motivational Consulting to adequately plan for time to discuss all of the talking points during the session. Make sure your meeting place is quiet and private to facilitate honest discussion.

### ***Step 3: Review the Implementation Plan, Implementation Beliefs Assessment Data, and Treatment Integrity Data***

Third, review the data that you will present to and discuss with the implementer. Look over the step revisions, logistical planning, and barrier problem-solving that happened as a part of completing the Implementation Plan. Review treatment integrity data. In doing so, calculate the levels of adherence, quality, and exposure (as available) and identify areas for improvement. Review the results of the Implementation Beliefs Assessment and identify the important themes and responses to items that indicate low Outcome Expectations and/or Self-Efficacy.

### ***Step 4: Gather Materials***

Last, gather the materials needed for the Motivational Consulting session. These materials include the intervention plan or a written

list of the intervention steps, the Implementation Plan, a summary of the Implementation Beliefs Assessment, and treatment integrity data. Bring copies of these materials for the implementer.

## **How To Deliver Motivational Consulting**

The steps of Motivational Consulting are described below. This chapter is a more detailed companion to the Motivational Consulting protocol and treatment integrity measure found in Appendix M.

### ***Step 1: Explain Session Purpose***

Describe the overall purpose of the Motivational Consulting session so the implementer understands what the meeting will entail and their role in the session. For instance, you may say that you will be discussing implementation and getting the implementer's perspective on the intervention and implementation. Note the importance of implementation, as well as the importance of supporting implementation of the intervention plan. Provide an overview of Motivational Consulting by briefly describing steps including looking at Implementation Beliefs Assessment and treatment integrity data and discussing the implementer's impression of implementation. Work with the implementer to collaboratively develop goals for the session, such as increasing the implementer's skills, confidence, and motivation related to intervention implementation. Use your understanding of the Motivational Consulting strategy to help target the implementer's suggestions for the session goals. Describe how the steps of Motivational Consulting will meet the session goals.

### ***Step 2: Elicit Implementer's Goals for and Perception of Intervention Implementation***

Ask the implementer about their goals for intervention implementation, specifically. Prompt goals through the use of open-ended questions. For example, you may say "Tell me about the goals you have for the student or yourself in implementing this intervention." Then, ask the implementer to explain their perspective on how im-

plementation has been going so far. Again, use open-ended questions to understand the implementer's beliefs related to implementation (e.g., "How do you think implementation of the plan has been going?").

### ***Step 3: Summarize and Validate the Implementer's Goals and Reinforce Change Talk***

Summarize the implementer's perception of current implementation and goals for supporting the student in the continuing implementation period. As part of this step, validate the implementer's perception and feelings through empathic responses (e.g., "I understand that you want the students to be able to pay attention more in math class and I think that is a great goal for the student."). Additionally, reinforce any change talk in the implementer's responses (e.g., "I really appreciate your desire to implement the plan more frequently during the week to help the student reach his goals.") Summarize the implementer's responses and confirm that the summary was accurate. If it was not accurate, repeat the summary process.

### ***Step 4: Highlight IBA Data and Elicit Implementer Feedback***

Ask if the implementer is willing to review IBA data together. Then, discuss with the implementer the items or themes related to reservations or concerns about implementing the intervention. Use open-ended questions, such as "What more can you say about sticking to the implementation of all steps of the intervention plan?," to obtain more of the implementer's concerns about implementation and the intervention plan.

### ***Step 5: Summarize and Validate the Implementer's Feedback***

Following discussion of the IBA, summarize the implementer's positive beliefs and concerns about implementation. Validate feedback about implementation and the results of the IBA. Make a note of "good things," or endorsements of positive outcome expectations and high self-efficacy, and "less good things," or statements of neg-

ative outcome expectations and low self-efficacy. For example, you may say “It’s wonderful that you agree that this intervention will work, but I see that sustained implementation of the intervention seems challenging” or “I see that you really want to support these student outcomes and you think the intervention will work, but it’s challenging to feel confident about implementing components of this intervention. Is that right?” Reinforce any change talk mentioned by the implementer and confirm that your summary of the IBA results was correct.

### ***Step 6: Provide Information Regarding Intervention Implementation***

Ask if the implementer is willing to review information about intervention implementation. In doing so, frame this discussion as an important way to meet implementer goals and improve implementer motivation to maintain implementation. Use case examples and/or research to explain the effectiveness of the intervention steps when they are implemented as planned. This step will transition into a review of the implementer’s current implementation of the intervention plan.

### ***Step 7: Review Implementation Plan and Treatment Integrity Data***

Discuss the current status of implementation by reviewing the Implementation Plan and treatment integrity data. Identify intervention steps that the implementer is implementing as planned and provide praise. Help the implementer identify the intervention steps that are of concern. If appropriate, offer to update the Implementation Plan to increase contextual fit, if appropriate, toward the goal of improving the implementation of these steps.

### ***Step 8: Explore Implementer’s Thoughts about Intervention Implementation***

Engage the implementer in a discussion of their thoughts about intervention effectiveness and current implementation by asking

open-ended questions. These questions might include “I am wondering what you think about the current treatment integrity data?” or “What changes would you make to the Implementation Plan to make progress toward implementation goals?”

### ***Step 9: Summarize, Validate, and Respond to Implementer’s Perspective***

Summarize the implementer’s responses and validate their perspective. Respond to questions about the intervention plan with detailed information. Validate implementer concerns about the intervention plan and implementation and address those concerns by (a) providing further information about sustained implementation of the intervention, (b) reviewing the intervention plan, or (c) encouraging the implementer to continue implementation to see if results are similar to the research and case studies can be achieved.

### ***Step 10: Ask Implementer about the Relationship Between Implementation and Intervention Goals***

Help the implementer articulate the potential impact of improved implementation on student outcomes based on your discussion. Prompt the implementer to make conclusions about the relationship between implementation and intervention goals through open-ended questions. For instance, you may say “So, I think you’ve identified that there is a link between implementation and student intervention goals, how would you describe that?”

### ***Step 11: Summarize and Validate the Implementer’s Perspective***

Summarize and validate the implementer’s perspective on the implementation-intervention goal relationship. Validate any change talk from the implementer and confirm that your summary is correct. If the implementer brings up continued reservations about the intervention, validate the implementer’s concerns and encourage them to attempt to continue sustained implementation of the intervention.

### ***Step 12: Close the Session***

To close Motivational Consulting, review the consultation goals and determine whether those goals have been met through the session. Strongly affirm the implementer's participation in Motivational Consulting and their willingness and readiness for change.

### **What Did I Learn About PRIME?**

In the PRIME Model, Motivational Consulting is a Tier 2 Implementation Support that aims to build the implementer's understanding of the intervention, the importance of its consistent implementation, and the relationship between consistent implementation and improved student outcomes, thus increasing their self-efficacy and outcome expectations. To deliver Motivational Consulting, the consultant and implementer review the intervention plan, Implementation Plan, and the results of the IBA to elicit the implementer's perspective on implementation and the intervention plan. The consultant provides validation, empathic responses, and positive regard to the implementer's perspective on current implementation and reinforces implementer change talk to improve implementation.

## **Chapter 13 Key Terms**

Motivational Consulting