Mediation, Motivational Interviewing, and Coaching

Tools for Client-Centered Case Management

Anne Vandervort, CSW: Director of Veteran Services, Eastern Division
Anyah Hoang, DPA: Director of Veteran Services, Western Division
Training Goals

- What is client-centered case management?
- Why is client-centered case management important and why does it work?
- Mediation/Conflict Resolution
- Listening without giving advice
- Coaching
- Trauma-Informed Care
- Dealing with Difficult People
What: Client-Centered Case Management

- Client's wants, needs, and past are the focus
- Client choice
- People adopt the change they were a part of making
Why: Client-Centered Case Management

- National Practice
Rapid Resolution

diversion  
problem solving  
rapid resolution  

empathetic  
listening  
build trust  
empowerment  
be positive  

brainstorming  
safe place  
resourceful  
quiet space  
mediation  
family  
options  

trauma informed  
friends  
safety  

client choice  
partners  
respectful  
creative  

social networks  
conflict resolution  

open-ended questions  
natural supports  
rapid exit  

action oriented  
active listening  
trust  
follow up
Why: Client-Centered Case Management

- National Practice
- Attempt to not re-traumatize
Figure 1. Suicidality-related service use around onset of homelessness

- Any
- Inpatient/ER
- Primary diagnosis
- Inpatient/ER, primary
- Attempt/self-inflicted injury

Time from onset of homelessness, in weeks

Service users
Prevention

Figure 2. Homelessness before and after suicidality

*Week 1 includes day of care encounter.
Trauma-Informed Care

- Understanding that many clients have suffered traumatic experiences
- Changing our thinking
- Compassion and empathy
- Rephrasing what we say
<table>
<thead>
<tr>
<th>Conflict</th>
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<tbody>
<tr>
<td>Aggressive</td>
<td>Belittled</td>
<td>Smug</td>
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<tr>
<td>Peaceful</td>
<td>Optimistic</td>
<td>Resentful</td>
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<td>Apathetic</td>
<td>Tranquil</td>
<td>Thankful</td>
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<td>Hopeless</td>
<td>Uplifted</td>
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<td>Insecure</td>
<td>Depressed</td>
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<td>Happy</td>
<td>Pleased</td>
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<td>Frantic</td>
<td>Undecided</td>
<td>Loved</td>
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<td>Evasive</td>
<td>Silly</td>
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<td>Isolated</td>
<td>Indifferent</td>
<td>Withdrawn</td>
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<tr>
<td>Paranoid</td>
<td>Livid</td>
<td>Compassionate</td>
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</table>
How: Client-Centered Case Management-Mediation/Conflict Resolution

- In mediation, concentration should remain heavily on the opportunity side of conflicts to effectively assist disputing parties.
How: Client-Centered Case Management-Mediation/Conflict Resolution

- Conflict is caused by:
  - Incomplete information
  - Inaccurate information
  - Stress overload
  - Differing viewpoints
  - Limited resources
How: Client-Centered Case Management-Mediation/Conflict Resolution

- Conflict Resolution is a group of tactics designed to resolve dispute outside normal litigation.
How: Client-Centered Case Management-Mediation/Conflict Resolution

6 Major Processes of Conflict Resolution

- Avoidance
- Negotiation
- Mediation
- Arbitration
- Litigation
- Self-Help
How: Client-Centered Case Management-Mediation/Conflict Resolution

- Compromise
  - Neutral
  - Not legally binding
  - Voluntary
How: Client-Centered Case Management-Mediation/Conflict Resolution

- 5 Stage Model of Mediation
  - Convening
  - Opening
  - Communication
  - Negotiation
  - Closing
How: Client-Centered Case Management-Mediation/Conflict Resolution

- Main goals people subconsciously seek:
  - Symbolic rewards: recognition or praise
  - Material gains
  - Security
Listening is the most important necessities of human communication. If you don’t listen, you’ve missing one of the best ways to influence
How: Client-Centered Case Management - Coaching
How: Client-Centered Case Management - Coaching/Listening without Giving Advice
How: Client-Centered Case Management-Coaching/Listening without Giving Advice

- Contextual Listening
- Discovery Questioning
Contextual Listening

Five Levels of Listening
- Ignoring
- Pretend Listening
- Selective Listening
- Attentive Listening
- Contextual Listening
Contextual Listening

To achieve empathetic listening:

- Slow down
- Be patient
- Talk less and listen more
- Repeat back what was said to ensure you don’t overlook anything
Contextual Listening

- In order to be a better listener:
  - Set your agenda aside
  - Say what you heard to verify
  - Avoid making quick assumptions
  - Avoid deciding what you will say in response while the other person is still talking
Contextual Listening
Contextual Listening

What things besides words give meaning to what someone is saying?
- Emotions in the voice
- Body Language
- Eye contact
- What’s missing—what they don’t say
- Repetitions
- Energy level
- Emphasis

What does each tell us?
Contextual Listening

- Emotions in voice:
  - Say the word “Oh”
Contextual Listening

- Emphasis:
  - “I did not delete the hard drive on your computer last night”
Contextual Listening

Pausing:
- Woman without her man is a savage
Contextual Listening

To be good listeners:

- Eliminate Distractions (external and internal)
  - What’s happening elsewhere in the room, noise or movement
  - Phones
  - Open door
  - Computer
  - Internal: how we feel, little voice in head
Discovery Questioning

- Discovery Questioning: A skill to help people find their own answers to issues
Discovery Questioning

- Closed-Ended Questions versus Open-Ended Questions
  - Closed- Ended
  - Open-Ended
Discovery Questioning

- WAIT
  - Why
  - Am
  - I
  - Talking
Discovery Questioning

Examples

- What do you need most for yourself?
- What feels most urgent for you right now?
- What is the best thing that could happen
- That’s one option... what’s another
- What do you need to do first
- What might prevent you from succeeding?
- What’s missing?
- What are the roadblocks you expect or know of?
Discovery Questioning

Examples

- What does an ideal situation look like to you?
- What do you hope to achieve?
- What are your dreams and aspirations?
- Where do you see yourself at the end?
- What was going right at your happiest time?
Verbal de-escalation is what we use during a potentially dangerous or threatening situation in an attempt to prevent a person from causing harm to us, themselves or others.
How: Client-Centered Case Management-
De-escalation/Dealing with Defensive People

How to deal with defensive people:

- Never accuse a person of being defensive
- Admit Your Own Mistakes
- Solve the Real Problem
- Questioning and Listening May Solve the Real Problem
- Leave the Situation Alone
How: Client-Centered Case Management- De-escalation/Dealing with Defensive People

Tactics:

- Simply listening
- Refocusing the other person on something positive
- Changing the subject
- Motivating the person
- Empathizing/acknowledging
- Giving choices
- Setting limits
How: Client-Centered Case Management-De-escalation/Dealing with Defensive People

- **Barriers:**
  - Prejudging
  - Not listening
  - Criticizing
  - Name Calling
  - Ordering
  - Threatening
  - Minimizing
  - Arguing
How: Client-Centered Case Management-
De-escalation/Dealing with Defensive People

- De-escalate Positively
  - Use positive statements
  - Put yourself on their side of finding a solution to the problem
How: Client-Centered Case Management- De-escalation/Dealing with Defensive People

- 80-90% of our communication is non-verbal. It is very important to be able to identify exactly what we are communicating to others non-verbally.
- When people are angry, they sometimes do not “listen” to the words that are being said.
- Remember the difference between “hearing” and “listening”
How: Client-Centered Case Management-
De-escalation/Dealing with Defensive People

- Personal space is 1 ½ - 3 feet
- Use of your voice
  - Tone
  - Volume
  - Rate of speech
  - Inflection of voice
How: Client-Centered Case Management- De-escalation/Dealing with Defensive People

Other things to remember:

- A lowered voice level may set a tone of anger which could create fear or challenges.
- A raised voice may set a tone of anticipation or uncertainty, which may promote excitement or disruption.
- Speak slowly as this is usually interpreted as soothing (not slow as in sounding out your words).
- A controlled voice is one of calm and firmness which promotes confidence in both parties.
- Always be respectful.
- Use “please” and “thank you”.
- Ask them what they want to be called.
How: Client-Centered Case Management- A Mediated Agreement

- 12 Steps to an Effective Mediated Agreement
  - Positive
  - Balanced
  - Adverb Free
  - Fair
  - Capable
  - Durable
Closing/Wrap-Up

Questions?
“A comprehensive public health approach to suicide prevention needs to focus on vulnerable populations, including homeless Veterans” Lisa Brenner

“Suicidality before and after onset of homelessness among Veterans” Dennis Culhane, PhD

Volunteers of America KeyMakers: Nicole Jones (nicjones@voa.org) and Linda Goble (lgoble@voa.org)

National Association of Certified Mediators

The Coaching Clinic® (Corporate Coach U, licensing@coachinc.com)