No. 1. Implementation Science Matters
- Implementation and Dissemination Science should help guide how we train new EBPs. It describes the mechanisms for translating evidence-based practices (EBPs) into everyday clinical usage.
- It can be incredibly complex and there is no universally agreed upon model. However, there is increasing recognition that our training methods need to be cognizant of these issues, lest we train in vain.
- At PRI, we use May’s (2013) General Theory of Implementation as one guiding force, as well as being heavily influenced by Fixsen, et al. (2005).

No. 2. How we talk about things matter
- Elaboration Likelihood Model is a model (Petty & Wegener, 1999) that specifies how communications can influence attitudes in recipients. In particular, it identifies and then integrates two routes of persuasion: the central and peripheral routes and how the four variables of source, recipient, message and context can all influence the degree to which people engage with messages. Moreover, the model indicates these are not two separate routes, but they in fact lie on a continuum. While either route can lead to attitudinal and subsequent behavior change, the central route has been found to lead to more lasting change, especially in the face of contradictory forces.
- Cialdini (2017) notes additional elements, including direct routes of persuasion and what he terms pre-suasion, which can influence attitudes and behaviors.
- Recent writers, like Kitchen and colleagues (Kitchen et al, 2014), have however, noted areas of the model requiring greater specification.

No. 3. Nonverbals Matter
- Dr. Amy Cuddy, Harvard Psychologist, and her colleagues have been investigating the power of nonverbal behavior. We typically think of this as the outward expression of an interal state, but Cuddy wondered if nonverbals also govern how we think and feel about ourselves. Her research suggests it does. If we change our posture for 2 minutes from contractive (submissive) poses to expansive (power) poses there are changes in testosterone and cortisol based on lower power or high power position, which in turn lead to difference performances on challenging tasks (e.g., Cuddy et al., 2015)
- Three high power options:
  - executive (gender differences)
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- victory (pride - done even by sightless folks when they win)
- wonder woman – hold for two minutes

- Cuddy’s conclusions:
  - Fake it until you become it
  - Small tweaks can lead to big changes

No. 4. Our Feelings Matter to our work
- Positive emotions and work:
  - More positive emotions described as more enthusiastic, energetic and excited about jobs (Compton & Hoffman, 2013)
  - Report greater job satisfaction (Luthans & Youseff, 2009)
  - More personal zest - approach life with anticipation, energy and excitement (Peterson et al., 2009)
  - Enhance problem solving and decision making – may lead to more flexible, innovative and creative decisions (Isen, 2008, 2009)
  - Greater contributions to organization effectiveness (Pinder, 1998)
  - Personal happiness associated with vocational success, with positive emotion preceding the success (Boehm & Lyubormisky, 2008)
  - It appears that more frequent rather than more intense emotions are needed (Compton & Hoffman, 2013) – the staff building retreat is great, but it’s the day to day positive emotions that are more sustaining

No. 5. How we view our job influences our engagement
- Job, career or calling – what motivates us? Wrzesnewski and colleagues (e.g., Wrzesniewski, et al, 1997i) did some particularly fascinating work that looks at how people engage with their job. Using an instrument she developed, called the Work-Life survey, she found across job types people generally fell into three categories in about equal numbers: job, calling and career.
  - Job focused on financial gains and the necessity of earning a living
  - Career provides a sense of identity, motivation achievement, satisfy a need for competition, or enhance prestige and satisfaction
  - Calling the work is a source of personal fulfillment, often serving a socially useful purpose
- Little relationship to income, status or prestige
- Calling includes (Compton & Hoffman, 2013):
  - An action orientation – do something rather than just be
  - A clarity of purpose, direction, meaning and personal mission – I’m making a wall vs. building a cathedral
  - A prosocial intention – desire to make the world a better place
- Pros and cons of a calling:
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- Benefits: more focused career decisions, increased job satisfaction, lower stress and frustration, stronger organizational commitment and better citizenship behavior (Elangovan et al, 2009)
- Costs: may have trouble finding balance as it can be all consuming

- Engagement in work is characterized by:
  - “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli et al, 2002, p.74).
  - “energy, involvement, and efficacy—the direct opposite of three burnout dimensions of exhaustion, cynicism, and inefficacy” (Maslach et al, 2001 in Compton & Hoffman, 2013, p., 259)

No. 6. Passion Matters
- Duckworth (2016) describes two primary components of grit: passion and persistence. Most people think about passion like they do a potential mate. They will know their mate when they see them. However, it’s rarely that straightforward. Indeed, most people find partners by meeting people, discovering what they like and don’t, and then over time investing more time and energy and interest. This matches what psychologists have learned about how people discover their passion.
- Duckworth (2016) believes we develop our capacity for passion and perseverance as we age. Through experience we discover the goals we’re willing to give up and those we are not. We stick with things that hold interest for us and the nature of this interest changes over time. We learn to practice in a different manner as this happens. We discover a sense of purpose in all of this. It becomes larger than us—you can see how this might relate back to job, career and calling.

No. 7. Our Empathy Matters
- Moyers & Miller (2012) published an article entitled, “Is low therapist empathy toxic?” They note that wide variations in outcomes occur in addictions treatment setting, even when delivering standardized, manual-guided therapy. Therapists with high levels of empathy have higher levels of success regardless of treatment orientation. Low-empathy and confrontation counseling has been associated with higher-levels of drop-out and relapse, weaker therapeutic alliance and less change.
- Interestingly, Moyers & Miller (2012) note the research has found greater variation among substance abuse counselors in empathy than amongst mental health counselors.

No. 8. Our Listening Matters
- Accurate empathy is not just a feeling, but there is an action attached to it (Miller & Rollnick, 2013). We express accurate empathy by our listening skills.
• This is not a skill once acquired can simply be accepted as always present. Rather it is a skill that requires consistent practice to do well (Rosengren, 2017).

No. 9. What we listen for and what clients her matters
• For some time now researcher have been talking about the importance of change talk and sustain talk. For example, Barnett and colleagues (2014) showed positive reflections (those moving towards change talk) were 11 times more likely to be followed by change talk. Negative reflections were 19 times more likely to be followed by sustain talk. Houck and Moyers (2015) report that CT predicts more change talk, which in turn predicts outcomes. Strength of change talk also matters in predicting outcomes.
• We want to listen and then respond intentionally.

No. 10. A sense of humor matters
• Does this mean we have to be comedienes or entertainers with clients? No. Humor and comedy are different.
• This is a humor endeavor, which means things can and will go wrong as a result. Our ability to meet these unexpected turns with humor, equanimity and playfulness the better we are to manage these ups and downs (Mesmer-Magnus, Glew & Viswevaran, 2012). It’s better for us, which in turn means it will be better for our clients.
• The science again points the way here (Fredrickson, 2009; Romero & Cuthirds, 2006). When we find amusement in the ups and downs, we experience a positive emotion. When we feel a positive emotion we feel safe and when we feel safe we are better able to make use of resources available to solve the problem. Be aware that this can be tricky. For example, why might it be a problem addressing sarcastic humor at a challenging participant?
• Moreover, people who use humors at work are more productive, less stressed, are paid more and happier according to Andrew Tarvin, humor consultant.
• Finally, creativity and humor can light up similar parts of the brain, when it’s incongruous humor.

No. 11? Persistence matters
• The other half of Duckworth’s (2016) equation for grit is persistence. That is staying with something even though it becomes hard. She identifies persistence in two ways.
  o There is the overarching goal, which may change as the person ages and has experience and comes to discover where passion lies
  o Then there is the more specific element of how the person goes about practicing to become better at this task. Duckworth
identifies this as deliberate practice and notes there are four elements to it:

- Set a stretch goal
- Give it undivided attention and great effort to that goal
- See feedback immediately on what you did
- Do it over and over, with reflection and refinement.

- However, there is a third way to view this: persistence is essential, but it doesn’t help to keep applying an ineffective method.

References:


