Functional Assessment of Behavior

EDS 240
Consultation Skills

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Agenda: Consultation Skills

- Introduction to Consultation
- Consultation Skills: The Carkhuff Model
  - Structure
  - Process
- Phase I: Explore
- Phase II: Understand/Commit
- Phase III: Act
- Practice

Behavior Consultation
Prerequisites: Consultation Skills

“Consultation is a two-way interaction -- a process of seeking, giving, and receiving help. Consultation is aimed at aiding a person, group, or organization, or larger system in mobilizing internal and external resources to deal with problem confrontations and change efforts” (Lippit & Lippit, 1978, p. 1).
Barriers to Listening

- Rehearsing a response
- Daydreaming
- Stumbling on “Hot” words
- Filtering messages - tuning out
- Being distracted by extraneous details.

Improving Listening Skills

- Take advantage of the relative efficiency of listening over speaking
  - Identify main ideas
  - Make sure information is understood
  - Form Questions
- Classify information
  - How does the speaker’s information relate to what you already know?

- Take notes when necessary and appropriate
  - Necessary when there is a lot of information to process.
  - Explain need and ask for permission to take notes.
- Do not dominate the conversation.
  - Ask questions to ensure understanding.
  - Use signals or notes to help remember concerns (vs. interrupting).
The Carkhuff Model: Structure

- **Consultee**
  - 1. Explore
  - 2. Understand & Commit
  - 3. Act

- **Consultant**
  - Transition
  - Facilitate

Facilitate: Empathy, Respect, Warmth
Transition: Concreteness, Genuineness, Self-Disclosure
Planning: Action

The Carkhuff Model: Process

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Facilitate: Empathy, Respect, Warmth
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The Carkhuff Model: Phase 1

- **Empathy**
  - Requires active listening
  - Identifies surface feelings
  - Identifies underlying feelings
  - Identifies the content of the consultee’s message
  - Results in the consultee feeling understood
  - Increases the probability of a conversation
  - Is not sympathy

- **Example:**
  - It sounds like you feel ____ because ____.

*affective adj.* Summary of content

Adapted with permission of Educational Systems, 2011, Consultation Skills with Dr. Patt Kearl.
The Carkhuff Model: Phase 1

- Respect…
  - Demonstrates faith in consultee’s ability to problem solve.
  - Requires consultants to be as non-directive as possible.
  - Is offering to talk out a problem vs. stepping right in and offering problem solutions
  - Is communicated by pausing to listen and not dominating the conversation; by not trying to smooth things over, and by not judging.
- Example:
  - Student to teacher: “Some kids don’t care at all about keeping our room clean. It’s those boys.”
  - Teacher to student: “I appreciate that you see this as a problem.”

The Carkhuff Model: Phase 1

- Warmth…
  - Is primarily communicated through non-verbal and para-verbal gestures
  - Is the emotion we express.
  - Requires congruence between verbal and non-verbal messages
  - Is filtered through the perceptions of the receiver and may be strongly influenced by cultural norms
  - May not be perceived if gestures are absent or neutral
  - May not be perceived if voice sounds are mechanical
  - Will not be perceived if the consultant is visibly disapproving or disinterested.

The Carkhuff Model: Phase 1 to 2

- As the consultation begins, the consultant may appear relatively passive. The emphasis is on accurately reflecting (requires empathy) the content and feelings of the problems as presented by the consultee. As the consultation proceeds the consultant may appear to become more active. The consultant will begin to use direct questioning to identify the underlying feelings. The consultant will also elicit greater specificity regarding the problems content (concreteness). In doing so, the consultee will have a better understanding of the problem and hopefully be more committed to the change process.
The Carkhuff Model: Phase 1 to 2

Identifying the Underlying Feelings and Issues

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
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</thead>
<tbody>
<tr>
<td>Facilitate: Self Expression</td>
<td>Transition: Self understanding &amp; commitment to change</td>
</tr>
<tr>
<td>Take what the consultee gives you.</td>
<td>Begins to question.</td>
</tr>
<tr>
<td>Identify surface feelings.</td>
<td>Identify underlying feelings.</td>
</tr>
<tr>
<td>Press for specificity.</td>
<td>Identify underlying issues.</td>
</tr>
</tbody>
</table>

Consultant activity level

- Very Reflective (May appear passive)
- More Active

The Carkhuff Model: Phase 2

In Phase 1 you simply take what the consultee gives you. In Phase 2 you become more active and engaged in direct inquiry.

Goal: Consultee self understanding and commitment to change.

- Unconditional positive regard is essential.
  - This can be very hard especially when you know the consultee is doing something wrong.
  - Remember the bottom line; the student comes first and you do what is judged to be in the best interests of the student.

The Carkhuff Model: Phase 2

Concreteness…

- Specificity of expression that facilitates consultee attention to problem(s) at hand.
- Provides (models) and elicits clear, concise, and detailed statements.
- Direct and through communication of specific feelings and experiences.
- Enriches empathy.
- Does not allow for continued abstractions and generalizations.
- May involve direct questioning.

Adapted with permission of Supplemental Notes, EDS 202, Consultation Skills with Dr. Patt Kearly.
The Carkhuff Model: Phase 2

Genuineness...
- Meaning what you say, and saying what you feel (congruence).
- Needs to be used carefully, keeping in mind that you are trying to be helpful.
- Minimally helpful responses with controlled expression is sometimes the best we can do.
- Spontaneous yet not unrestrained (automatically tactful)
- Something you feel intuitively.
- We use no facade to disguise how we feel.
- Consultee genuineness predicts success.

The Carkhuff Model: Phase 2

Complements and genuineness
- Examples of complements that are not genuine
  - Bait = fishing for complements
  - Motivator = to get harder work
  - Foot in the door = into to criticism, first the good news ...
  - Band-Aid = to cover up hurt
  - Set up = weaken resistance to attack
- Not surprising people are leery about receiving
  - Think might be phony
  - Increase an unrealistic standard of performance
  - A habit of self-negation
  - Low self esteem

The Carkhuff Model: Phase 2

Complements and genuineness
- Condition to give
  - It is deserved
  - Person knows you are in a position to know
  - You want to give it
  - You use your own words to give it
  - You are giving to benefit the other person.
The Carkhuff Model: Phase 2

- Self-Disclosure (sharing experiences)...
  - Used sparingly early in a consultation.
  - If used too early it may lead to a focus on helper’s issues.
  - Can be very helpful as the relationship progresses.
  - Personalized the relationship.
  - May involve a degree of risk that fosters further intimacy.
  - Needs to be used carefully as it can be counterproductive.

The Carkhuff Model: Phase 3

- The Action Dimension
  - Through the use of Confrontation (and Immediacy) help the consultee to initiate an Action Plan.
  - Additive level
    - Helper adds to what has been said by the consultee
    - Risk being evaluative
    - Give direction
      - This is where the helper makes use of his or her special knowledge.
      - Do this only after a solid foundation (a relationship) has been built.

- Confrontation...
  - Is additive
  - Demonstrates concern by leveling with the consultee
  - Provides another view of the problem for the consultee to consider.
  - Invites the consultee to examine inconsistencies.
  - Must be constructive (not cruel) to be effective.
  - Must be intended to help the consultee (not for personal gain).
The Carkhuff Model: Phase 3

Confrontation…
- Can be based on the consultant’s own experiences/observations (Experiential)
  - Pointing out discrepancies between two behaviors
  - Pointing out discrepancies between two statements
  - Pointing out discrepancies between behaviors and statements
- Can involve providing additional (new) information concerning the problem
  - Providing the consultee with information about social desirability.
  - Filling in the consultee’s knowledge gaps.
- Enforcing rules and regulations
- Can be very intense

The Carkhuff Model: Phase 3

Immediacy…
- A direct reference to the relationship between the consultant and the consultee.
- The ability to understand and articulate the feelings and experiences that are going on “now.”
- “Telling it like it is” in a non-defensive and supportive way.

Next Week

Topics
- Functional Assessment Overview
- Target Selection
- Record Review

Assignments (to be completed by the next meeting)
- Read O’Neill et al., Chapter 1
- Browning-Wright & Cafferata, Section 4
- Read CECP, Part II
- Fieldwork: Find a FBA setting
- Turn in consultation role-play observation sheets
- Prepare for Quiz # 2