

Team Awareness Training for Workplace Substance Abuse Prevention (Small Business 4-Hour Edition)

This manual was developed as an abridged version by Beth Mivedor, MEd, as part of the Small Business Wellness Initiative (SBWI) through funding by the Substance Abuse Mental Health Services Administration (SAMHSA). This version was based on the Small Business Four-Hour Edition of *Team Awareness* as part of the SBWI, a community collaborative project funded by the Department of Health and Human Services through a grant from SAMHSA. The Small Business Four-Hour Edition of *Team Awareness* was developed by Joel Bennett, PhD, *Principal Investigator*, Darlene Beard, Erin Kelley, Renee Lovett, LCDC, Camille Patterson, PhD, Richard Sledz, LCDC, and Wyndy Wiitala, PhD. The training presentation is also available in Spanish; special thanks to Erin Kelley and Maria Rojas for translating these materials. This project combined the efforts of three organizations: Tarrant Council on Alcoholism & Drug Abuse, Organizational Wellness & Learning Systems, and the Small Business Development Center: Technical Assistance Center of North Texas. For more information, visit www.sbwj.org.

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Encouragement: The NUDGE Model

Module 6 of

Team Awareness Small Business Training



This training is adapted from **Team Awareness**, developed at the Workplace Project, Institute of Behavioral Research, Texas Christian University (www.ibr.tcu.edu), Fort Worth, Texas, 76129

Team Awareness Small Business



We strongly encourage that trainers review the manual for this module before using the overheads. The manual is available in downloadable PDF (Acrobat Reader) format from www.ibr.tcu.edu

PURPOSE OF SESSION

- Understand connection between stress, resistance, and poor communication
- Understand Resistance to Change and the NUDGE model
- Practice guidelines for effective communication
- Encourage others to get help (Use NUDGE)



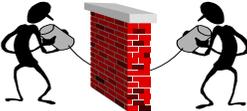
>>> STEP 1 (continued).

Communication & Stress

1 - Communicating with "problem" co-workers



2 - Dealing with "the grapevine"



3 - Dealing with an environment that avoids conflict



Seven Guidelines for Effective Communication



THINK ABOUT WHAT YOU WANT TO SAY



MAKE YOUR MOVE



GET RIGHT TO THE POINT



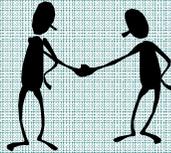
USE GOOD COMMUNICATION SKILLS



MAKE A CLEAR REQUEST



ROLL WITH RESISTANCE *



END ON A POSITIVE NOTE

Seven Ideas for Effective Communication



Think about what you want to say.

Give some thought to what you know, what you suspect, what you are concerned about, and what you'd like to see change. Think about what you want to say and mentally rehearse how you will say it. Give yourself time to become comfortable with your ideas.



Make a clear request.

Avoid being vague. Instead, make a clear statement about what you want to see changed and your expectations for future performance. This might involve a request for action or a suggestion that help be sought.



Make your move.

Request a meeting to discuss the issue with the employee. If you believe an EAP representative should be called in to help you, make the necessary arrangements.



Roll with resistance.

Denial is a normal response to "bad news." Most people with problems are aware of the impact of their behavior at some level, but may be ambivalent about change. They may become angry or deny the problem. Listening respectfully and calmly and repeating your request for action will help make sure that your message is taken seriously.



Get right to the point.

Once the meeting begins, don't pad it with small talk. This dilutes our effectiveness. Keep the discussion focused on behavior and performance, not personality.



End on a positive note.

Thank the person for their willingness to hear you out. State your belief that your supervisor or co-worker can and will handle the problem.



Practice good communication.

Use "I" statements and listening skills. "I" statements are non-blaming and non-aggressive ways of presenting ideas, feelings, and concerns. Listening creates a supportive atmosphere.



Understanding Resistance



It's normal to feel ambivalent about change - even when we are aware that we need to change.

Ambivalence may be expressed through denial, minimization, rationalization, indifference, helplessness, or anger.

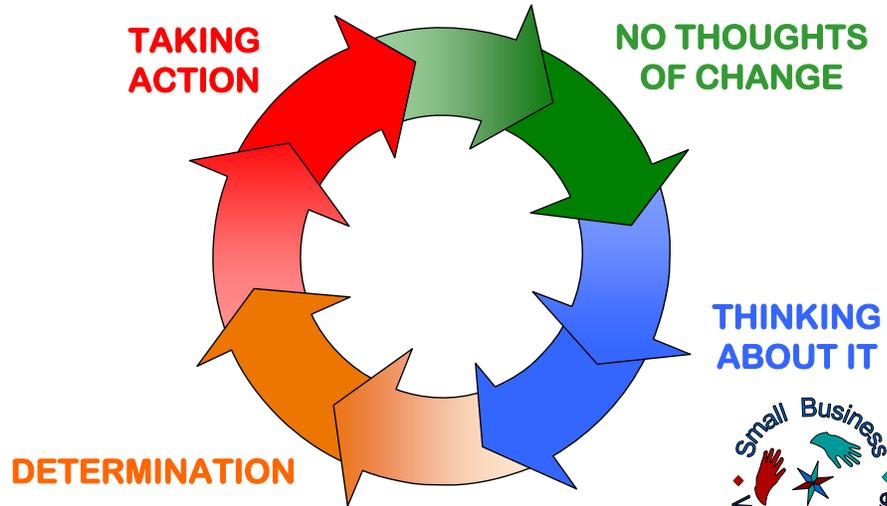


To help another person deal with their Ambivalence:

- **Listen** and reflect
- **Convey** acceptance
- **Avoid** labeling or blaming
- **Offer** support and advice



Stages of Change Model



Team Awareness Small Business



More Guides for Effective Communication

Use I-Statements

“I am concerned about...”
“I’d like for you to...”
“I am not going to ignore...”

Avoid You-Statements

“You’re messed up...”
“You’ve really got a
problem....”

Listen

Listen with concern and respect
Don’t interrupt the speaker
Use prompts; request clarification
Restate and reflect

Body Language

Use a calm, level tone of voice
Maintain eye contact
Avoid angry gestures or threats





The job pressure makes me drink!!



We have been under a lot of pressure. But drinking is a poor way of coping. It's time to think about making some changes.

Who died and made you my boss? I don't take orders from you. Mind your own business!



I'm not your boss, but I do have a stake in our team. When your behavior hurts the team it becomes my concern.



I've tried, but I just can't quit.



That you've tried is an excellent sign. Many people who keep trying finally do make it. If you are willing to work with the EAP, we'll support you as you try again.

I can handle my booze better than anyone around here.



That's what worries me. Being able to drink a lot and not feel it is a warning sign for alcohol dependence. It's nothing to be proud of. I suggest you talk with your doctor.



I only use to work better. Pot makes me more creative!



I understand that being creative is important to you. But this is not your normal quality of work. We care about you. Now is the time to show that you care about yourself, too.

I don't see why you're so upset. I can quit anytime I want to.



Fine. But can you quit when someone asks you to? If you can, now is the time. If you can't, here's an opportunity to get the help you need.



Leave me alone. Why is everyone always picking on me? I don't drink any more than the rest of the guys do.



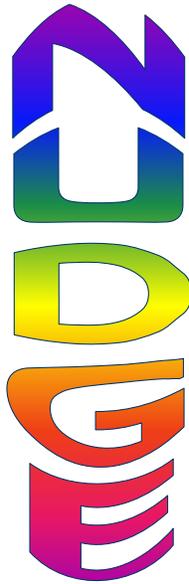
I respect that you'd prefer to handle this alone. But I can't leave it this way. Your drinking is affecting your work. If you want help, I'll make sure you get it.

I don't normally drink this much. It's just that I've been having some troubles at home, that's all.



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Notice

Understand

Decide

Use Guides

Encourage



Rules for Role Plays

For Players

- Be yourself. Try to respond naturally.
- Use the suggested communication guides.
- Pay attention to your reactions as you play your part.

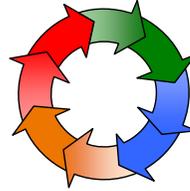
For Observers

- Listen carefully to what happens.
- Don't distract the role players.
- Imagine how you might handle the roles.



Case Studies: How to NUDGE

- Use Guidelines for Effective Communication
 - Seven Guidelines (Think →  → End on Positive Note)
 - More Guidelines (Use “I” Statements, Listen, Body Language)
- Use the NUDGE Model
- Roll with Resistance
- Understand Stages of Change



N Notice
U Understand
D Decide
U Use Guidelines
E Encourage



*Usually, no one person is responsible for the problem...
 ... More often, we are all responsible for the solution.*

	1 Reduce Risks	2 Increase	
Communicate	<p><u>Notice</u> someone with stress or problems</p> <p><u>Understand</u> that you may have a role to play in the solution</p> <p><u>Decide</u> if you should say something</p> <p>Use <u>Guides</u> (Roll with resistance, listen, show concern, make your move)</p> <p><u>Encourage</u> him or her to get help (know your limits)</p>		Strengths
	Solve Stress Problems		Know Policy
			Understand
		Teamwork	Tolerance