

## ***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.sbwi.org](http://www.sbwi.org).

The original manual, on which the SBWI manual is based, was developed as part of a NIDA Grant (DA04390), Drug Use in the Workplace: A Prevention Training Program, to the Institute of Behavioral Research, Texas Christian University. The contents were solely the responsibility of the developers and did not necessarily represent the official views of NIDA. The developers were Wayne E. K. Lehman, Ph.D., *Principal Investigator*, Joel Bennett, PhD, Norma G. Bartholomew, MA, and G. Shawn Reynolds, MS.

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# *Relevance to You and Your Work Group: An Orientation to Team Awareness Training*

Module 1 of

Team Awareness Small Business Training

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

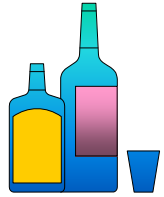
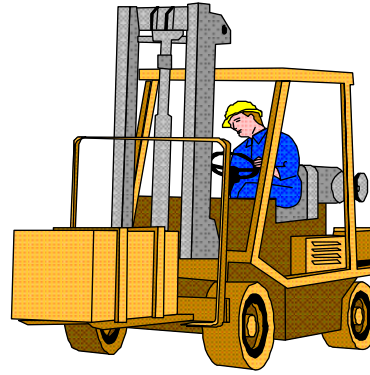
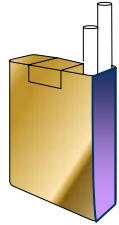


# OVERALL PURPOSE

## PURPOSE OF TEAM AWARENESS

- **Enhance team communication**
- **To help reduce any risks**



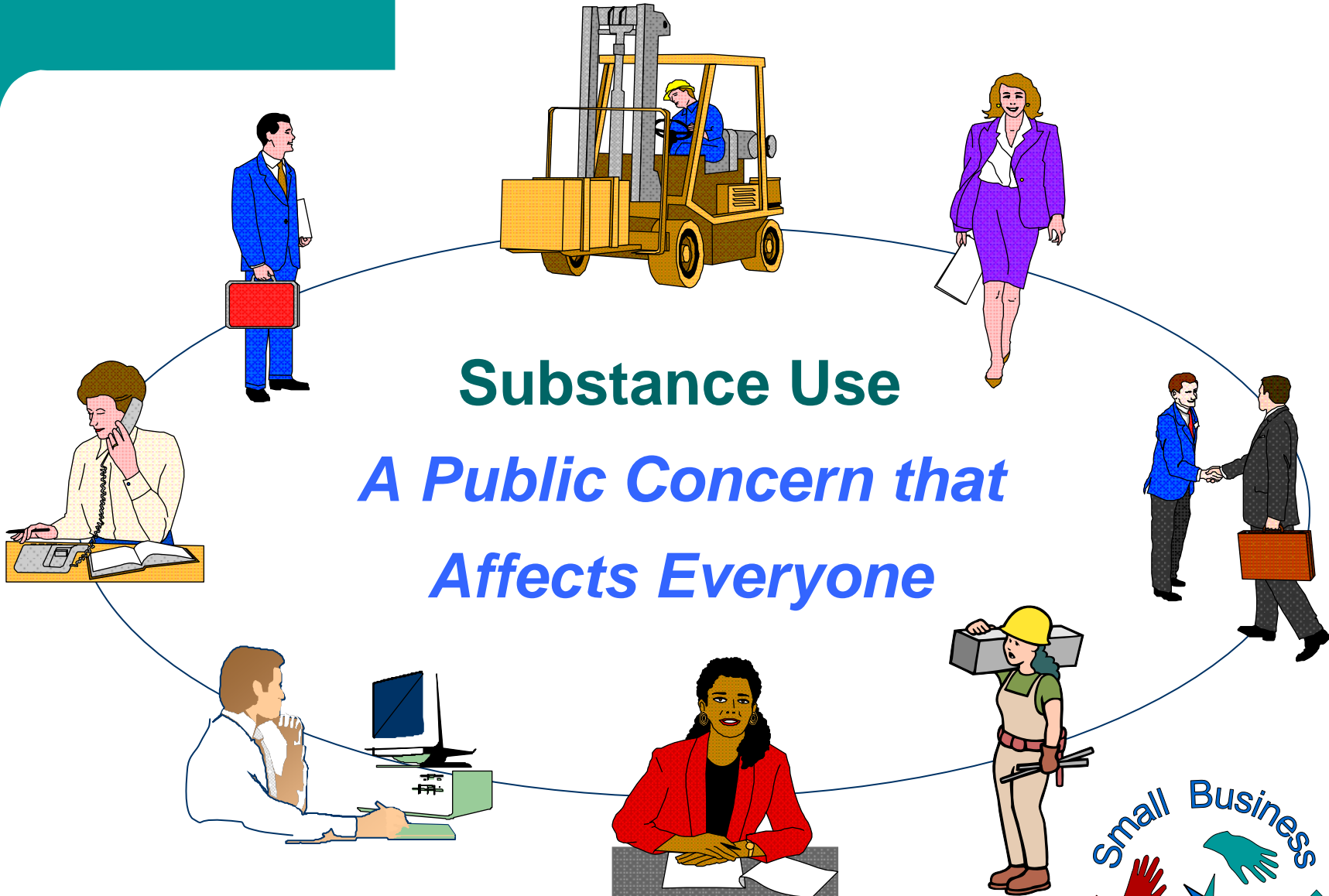


**Substance Use**  
*A Private Concern or Problem for Individual Employees*



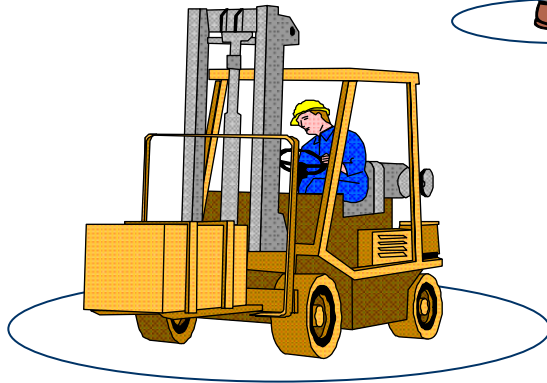
# Substance Use

## *A Public Concern that Affects Everyone*



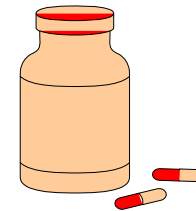
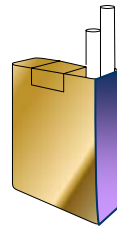
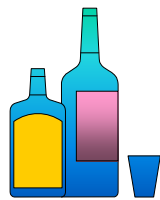
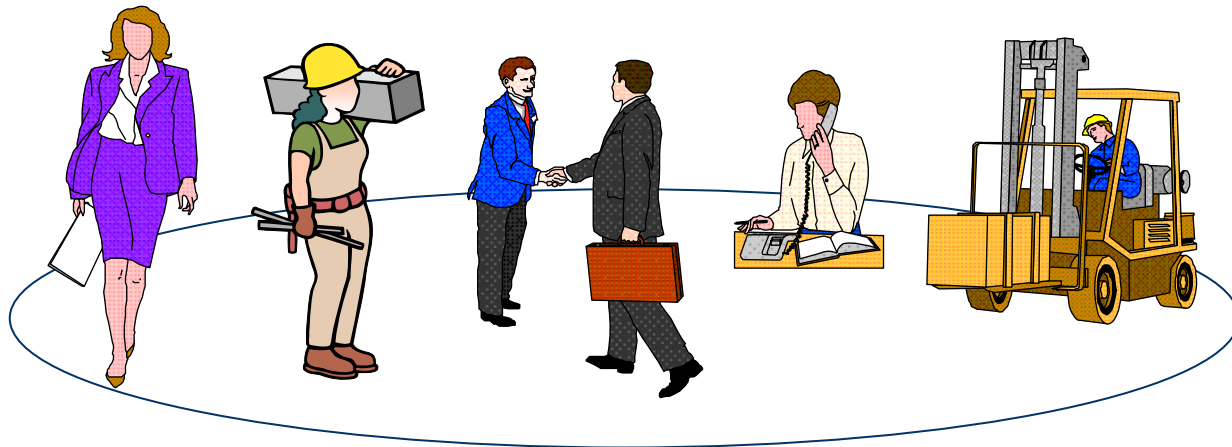
# Traditional Drug-Free Workplace Training

Focus on Individuals As Separate and Vulnerable to Substance Use Problems



# Team-Oriented Workplace Training

Focus on Individuals *together* in Groups  
(Social Climate, Team Productivity, Group Stress)



# Substance Use & Service Quality

- A substance abuse training program is relevant for service quality.
- Substance misuse and abuse (and related factors) can hurt:
  - Performance
  - Teamwork
  - Customer service.
- Substance abuse in the workplace takes place in a work culture that may condone and enable it.
- In a teamwork environment, use by any member affects other members in terms of productivity, safety, morale.





# GROUND RULES

Confidentiality

What You Say Here Stays Here

Honor  
(disagree, privacy)

Focus on “I”  
(e.g., This is how I see it..)

Anonymity

No Sensitive Info, Names or I.D.  
(e.g., “There was..” or “Imagine a situation...”)

Team Trust

No Domination  
Everyone Gets a Chance

*Have Fun!*



# An Ounce of Prevention

## GOALS

- Increase Awareness of Risks & Strengths
- Develop Support in the Work Culture
- Increase Awareness of Benefits
- Use Appropriate Programs and Services
- Adopt Appropriate Policies

Is Worth A Pound of Cure

## Ounce of Prevention Principles

1. Identify and reduce risks that cause or aggravate the problem
2. Identify and increase benefits & strengths that address the problem
3. Know and appreciate policy as your guide and safeguard
4. Understand your own tolerance for the situation & adjust if necessary
5. Work together as a team to communicate & solve problems
6. Develop or enhance stress problem solving skills (alternative solutions)
7. Communicate the problem & support others (don't isolate & withdraw)

These apply to all areas of work & life in general



# GROUP RISK

**1** → In the past six months, have you experienced any of the problems below while at work and from co-workers or supervisors? (Circle '0' for NO and '1' for YES)

	<u>NO</u>	<u>YES</u>
1. Verbal <b>abuse, anger or rudeness</b> from a co-worker or supervisor.....	0	1
2. An employee <b>failed to get help</b> for a personal problem, and this increased the risk of productivity or safety problems.....	0	1
3. You witnessed <b>sexual harassment</b> from another co-worker either toward you or someone else (lewd comments or jokes, inappropriate touching).....	0	1
4. Co-workers work under influence of <b>alcohol</b> or affected by alcohol (work with hangover).....	0	1
5. Co-workers work under influence of <b>illegal drugs</b> (such as marijuana or cocaine), selling drugs, or using any drugs that negatively affect their work.....	0	1
6. If their work was affected by an employee with a drinking or drug problem, would your co-workers <b>ignore</b> the problem, cover for, or "pick up the slack"?.....	0	1

**2** → When you are done, add all '1' scores and write the total here and again below:  TOTAL

TOTAL (SCORE BETWEEN 0 and 6)

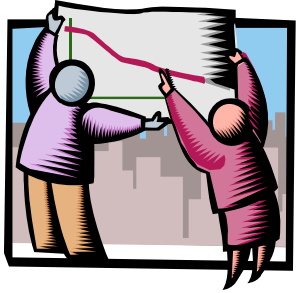
# GROUP STRENGTH

**3** → Indicate how much you disagree or agree with the statements by circling a number from 1 to 5 below.

	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>In Between</u>	<u>Agree</u>	<u>Strongly Agree</u>
1. The people in my work group trust each other and cooperate to get the job done.	1	2	3	4	5
2. In my work group, there are individuals who do not do their fair share of the work.	5	4	3	2	1
3. There is often too much friction among the members of my work group.	5	4	3	2	1
4. People in my work group work together as a team for group objectives and goals.	1	2	3	4	5
5. When I face a difficult job, my co-workers can be counted on to help me out.	1	2	3	4	5

**4** → When you are done, add all five scores and write the total in the square here and below:  TOTAL

TOTAL (SCORE BETWEEN 5 and 25)  **11**



When there is a problem, a concern, a conflict,  
an unresolved issue

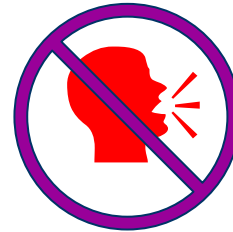
When things could be improved or made better



## WHAT ARE THE RISKS ???!



**RISKS**  
OF COMMUNICATING



**RISKS** OF  
NOT COMMUNICATING

# RISKS or CONCERNS

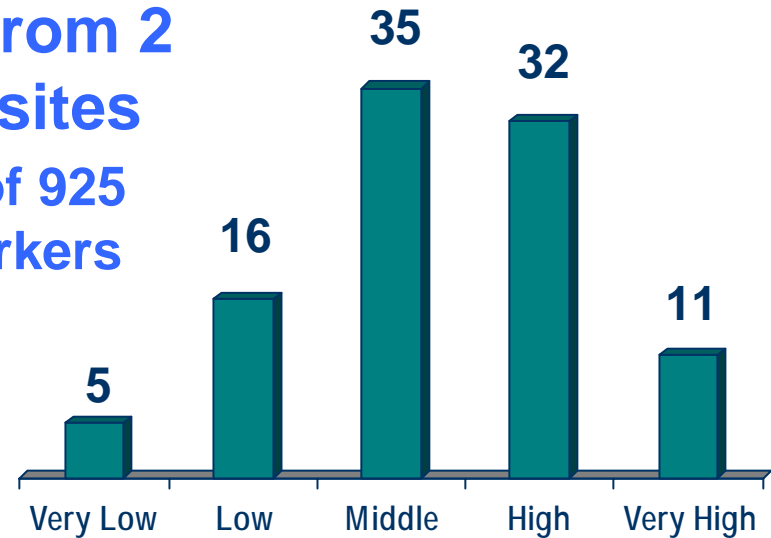
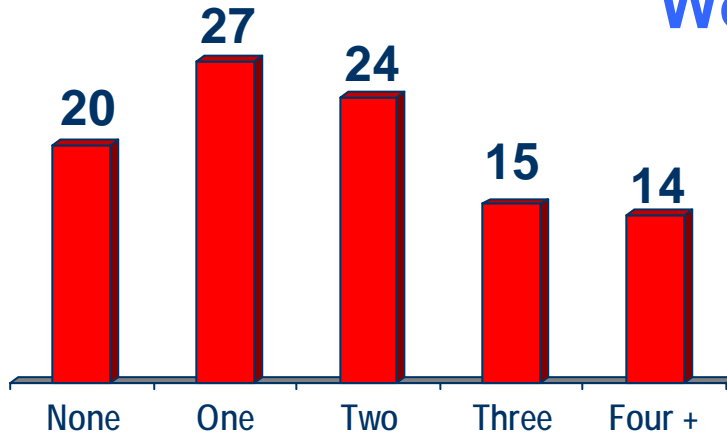
Enabling, Alcohol, Drugs, Hostility, Harassment

# STRENGTHS

Conflict Management, Trust, Cooperation, Fairness, Teamwork

Data From 2 Worksites

% of 925 workers



SCORE:	0	1	2	3	4	5-10	11-15	16-18	19-21	22-25
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Area of Strength

Heightened Risk When High Concerns & Low Cohesion

Area of Strength

# *Team Ownership of Policy: The Risks & Strengths Game*

Module 2 of

Team Awareness Small Business Training

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



# POLICY: TEAM OWNERSHIP

- Understand how policy protects and helps employees.
- Identify ways that policy can enhance team or work group health as well as reduce risks.
- Understand that effective policy requires shared responsibility.





# How Policy Works For YOU

- **Protects** three groups - employees, customers, and employers
- Identifies **Responsible Behaviors** (acceptable and unacceptable behaviors)
- Provides ways to **Help** employees deal with problems (e.g., EAP, awareness training)
- Provides way for **Detecting** problems (e.g., drug testing)
- Gives guidelines for **Discipline** when employee problems are not dealt with voluntarily
- Describes **Rights** of employees, addresses privacy concerns, and appeal procedures



Depression  
Stress  
**Alcohol Problems**  
Relationships



## Knowledge of Problems



Marital Problems  
Conflict  
**NARCOTICS**



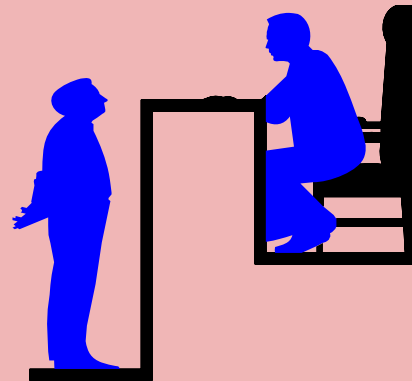
## Getting Help



Poor Health  
Abuse  
**Marijuana**  
Teenagers



## Getting Caught

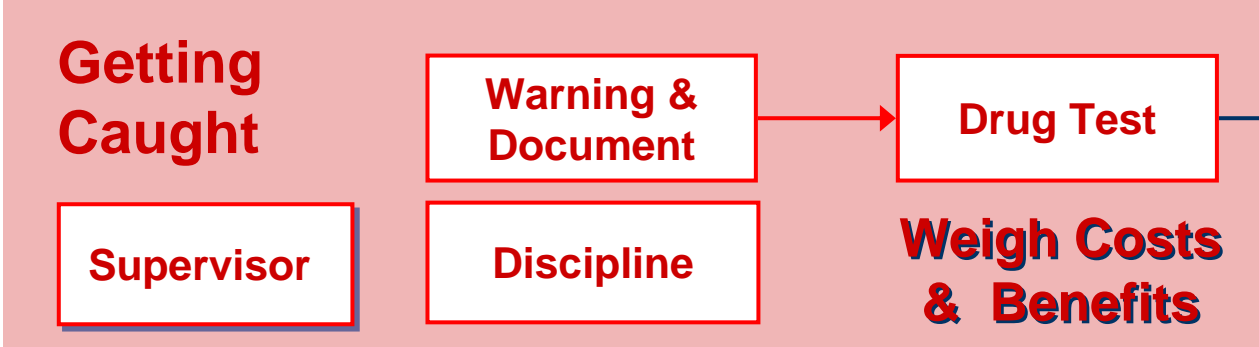


Change  
Gaining  
**Prescription Abuse**



## Getting Better





# Levels of Use

USE

Casual, infrequent or prescribed use without signs of dependency or problems



MISUSE

Use that may negatively effect work, relationships, or other part of life.  
Use or conveyance of illegal drugs.



ADDICTION/  
DEPENDENCE

Compulsive need for alcohol or drugs and inability to control intake of such substances

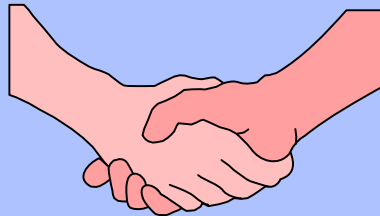


# Getting Help

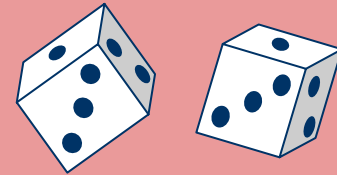
Costs



Benefits



# Getting Caught



# Signs of NOT Coping Well

- Changes in sleep habits (too much or too little)
- Changes in eating habits (losing/gaining weight)
- Unable to shake off feeling blue or down in the dumps
- Increased use of alcohol or other drugs
- Feeling like “It’s just not worth it”
- Feeling like “everything is hopeless”
- Difficulty concentrating; distracted; “in a fog”
- Unable to control anger; irritable over “little things”
- Crying a lot or “shutting down” your feelings
- Fighting with family, friends, coworkers

How many of the above 10 have you had in past month?



# Employee Assistance Program

*Insert EAP Information Here*

*EAP Provider*

*EAP Phone Number*

*EAP Website, if applicable*

*Number of sessions*



# The Rules

- After being asked a question, discuss it as a team, & write down one answer (30 seconds).
- Correct answers earn a green chip (a strength) & proceed to the next green block.
- Incorrect answers earn a red chip (a risk) & proceed to the next red block.
- Avoid risk accumulation by getting help.
- Avoid getting caught.
- Keep a positive balance of strengths versus risks.





# Winning

The team with the most strengths after testing for promotion wins the game!



# Create a Team Name



# Question 1

A recent study of 900 fulltime employees showed a relationship between stressful work conditions and depression. Which of the following four types of job stress was MOST associated with a major depressive episode?

- A. PHYSICALLY DEMANDING work (lots of physical effort, continuous activity, etc.)
- B. Little DECISION AUTHORITY (low ability to make decisions, not having lots of say, etc.)
- C. HAZARDOUS WORK (exposure to chemicals, dangerous machinery, etc.)
- D. PSYCHOLOGICAL DEMANDS (not enough time to get work done, little conflicting demands, etc.)



# Answer 1

- B. **LOW DECISION AUTHORITY:**  
five times more likely to have depressive episode;  
psychological demands also but only about twice  
as likely and not as significant.

## Question 2

### True or False:

State law denies compensation benefits in cases where the injury occurred while the employee was in a state of intoxication.



# Answer 2

**True:**

Texas Labor Code Ann. §406.032 (1997).



## Question 3

Many employees are aware of coworkers who use alcohol or drugs at work. What is your estimate of the percent of employees surveyed who are aware of or affected by coworker use?

- A. 1 – 5%
- B. 6 – 10%
- C. 11 – 35%
- D. 36 – 65%

## Answer 3

The best answer is C.

Roughly 10 – 35% of those asked are aware of coworker drug use.



# End of Round 1!



# Question 4

Correctly classify the following situations as either use, misuse, or dependence.

1. An individual drinks a beer with dinner every night after work.  
A. Use                      B. Misuse                      C. Dependence
2. Upon waking & before going to work each morning, an individual craves & smokes marijuana.  
A. Use                      B. Misuse                      C. Dependence
3. An employee has a few beers at lunch on a Friday afternoon before going back to work.  
A. Use                      B. Misuse                      C. Dependence



# Answer 4

1. A. Use (Beer is legal and there is no sign of dependence)
2. C. Dependence (Craving each morning upon waking suggests a dependency)
3. B. Misuse



## Question 5

**True or False:**

Prescription drugs can be more dangerous than illicit drugs.



## Answer 5

The best answer is True.

Prescription drugs should only be taken according to your physician's directions. When you use prescription drugs that were not prescribed for you, or in ways that your physician did not direct, they can be dangerous and harmful to your health. Some prescription drugs, even when taken according to physician's directions, can affect your alertness & performance on the job. So it is important that you also pay attention to any warnings that come with the prescription.



## Question 6

### True or False

Drug abuse is primarily a problem among the unemployed.

# Answer 6

**The best answer is False.**

There are many misconceptions about substance abuse.

About 90% of alcoholics & 70% of illicit drug users are employed fulltime.

Among 18 – 34 year olds, about 20% of illegal drug users work in professional & financial jobs.



# End of Round 2!





## Question 7

According to the Drug Free Workplace Act of 1998, what percent of workplace accidents are alcohol or drug related?

- A. 17%
- B. 25%
- C. 34%
- D. 47%



# Answer 7

The best answer is D.

47% of workplace accidents are alcohol or drug related.



## Question 8

According to one study, which of the following factors is most closely associated with whether an individual is a problem drinker?

- A. Work stress
- B. Whether coworkers drink & how often
- C. Lack of a strong & enforced policy
- D. Feeling alone & alienated at work



# Answer 8

The correct answer is B.



## Question 9

Which of the following treatments is the most effective for people who are trying to stop smoking or using nicotine?

- A. Individual or group counseling
- B. Nicotine replacement (patch or gum)
- C. Acupuncture
- D. Both A and B together
- E. Both B and C together



# Answer 9

- C. A review of 56 research articles concluded that smokers were more likely to stop or cut down:**
1. More with counseling than with self-help material
  2. When given skills in problem-solving & coping with events that lead to relapse
  3. When counseling & nicotine replacement were used together



# Who won?



# Reducing Stigma and Tolerance and Increasing Responsiveness

## Module 3 of

## Team Awareness Small Business Training

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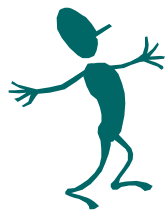


# Understanding Tolerance

## PURPOSE OF SESSION

- Recognize and reduce risky levels of tolerance
- By identifying both personal & group levels of tolerance
- And generating alternative responses to problem coworkers





Yes

# Tol-er-ance

No



## Definition

1: capacity to endure pain or hardship:

ENDURANCE, FORTITUDE, STAMINA

2: sympathy or indulgence for beliefs or practices

differing from or conflicting with one's own



**What do you  
tolerate?**

**What don't you  
tolerate?**



# GROUP TOLERANCE

---

Highly  
Tolerable

Highly  
Intolerable

1. A coworker comes to work late several days in a row in the past few weeks, and explains that he/she has problems at home.

1 2 3 4 5 6 7 8 9 10

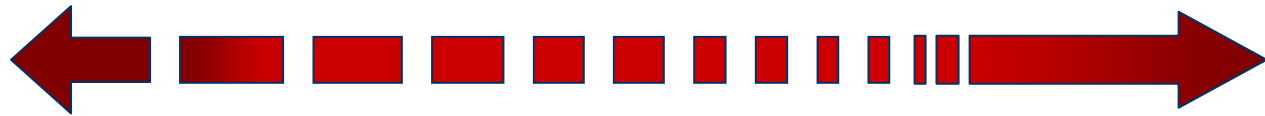
2. A very efficient and productive coworker has recently become withdrawn and isolates him/herself. Her productivity level is slipping, but they insist that nothing is wrong.

1 2 3 4 5 6 7 8 9 10

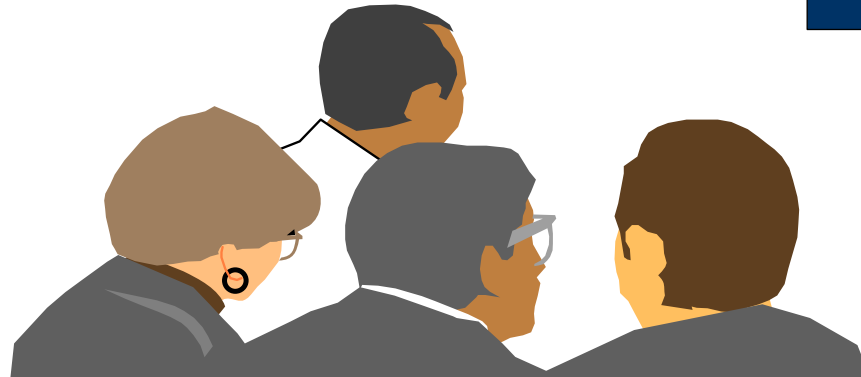
3. A group of hard-working employees get together for a few beers on a regular basis after work. Sometimes they drink so much they get drunk and have to get rides home.

1 2 3 4 5 6 7 8 9 10

How much of the **STRESS**  
in your life is caused by poor  
communication?



# Employees may and often do know about various problems before their supervisors



# What Makes Someone Easy to Talk to?



# Communication & Responsibility

- Communication is the essential function of any workplace.
- Effective, team-based communication buffers stress and improves productivity.
- Policies often state that workers have communication responsibilities regarding safety, problem-solving, and substance abuse.
- Effective communication strategies can help workers act on their responsibilities.





# Seven Guidelines for Effective Communication

**THINK ABOUT WHAT YOU WANT TO SAY**

**MAKE YOUR MOVE**

**GET RIGHT TO THE POINT**

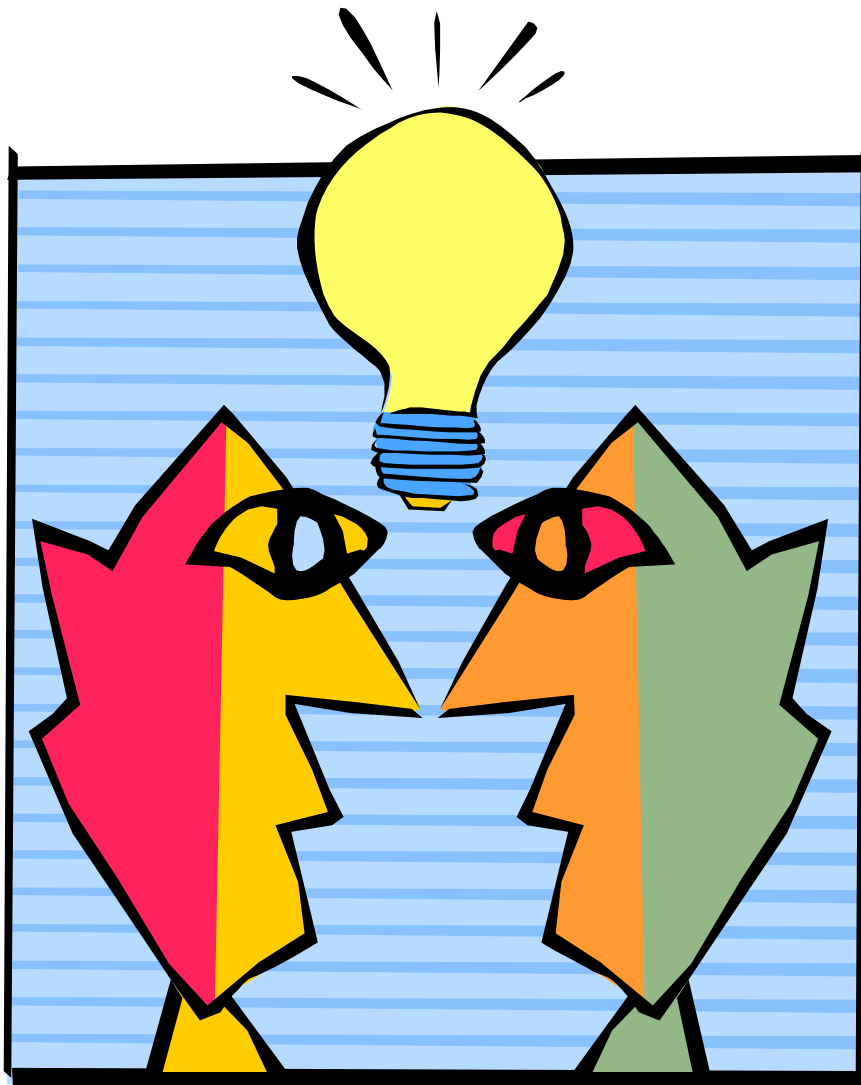
**USE GOOD COMMUNICATION SKILLS**

**MAKE A CLEAR REQUEST**

**ROLL WITH RESISTANCE**

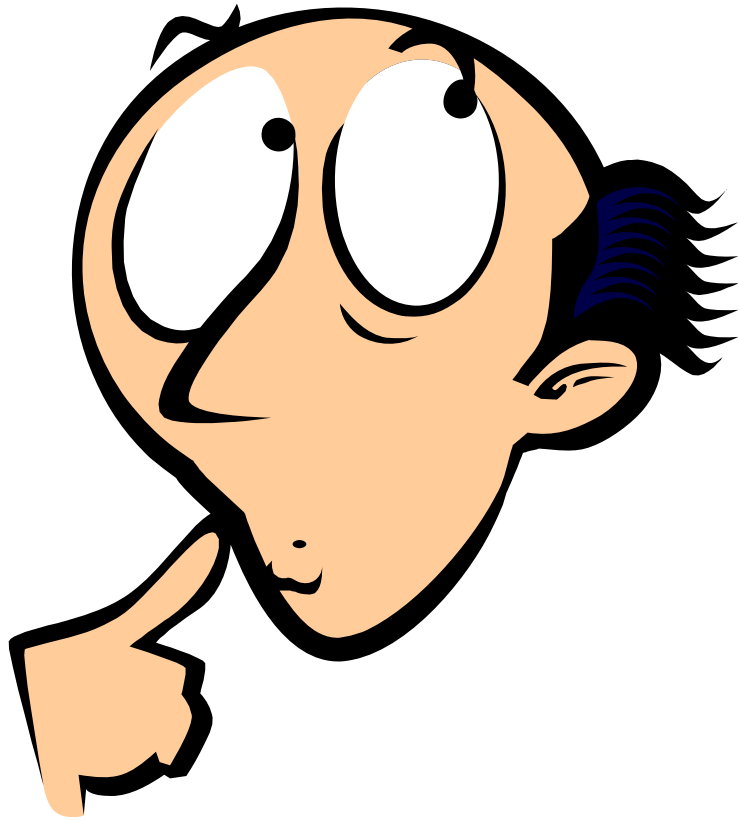
**END ON A POSITIVE NOTE**





Let's not complicate our relationship by trying to communicate with each other.





I know you believe that you understand what you think I said, but I'm not sure you realize that what you heard is not what I meant.



# Listening Do's and Don'ts

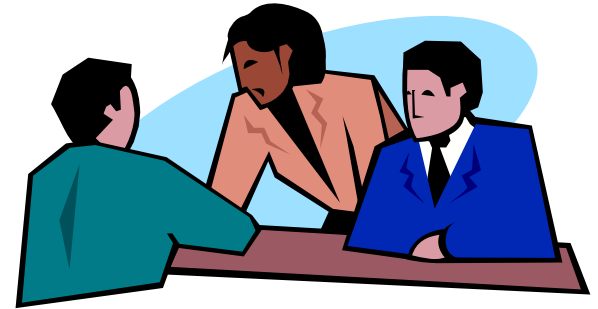
## DO:

- Let the speaker have his/her say.
- Show that you are paying attention and interested.
- Use your own words to restate what the speaker said.
- Ask the speaker to say it again, if needed.

## DON'T:

- Tune out or plan what you will say next.
- Interrupt to object, explain, or correct.
- Give off signals that you are bored or in a hurry to say something.
- Add sarcasm or put-downs when you restate the speaker's ideas.





**Each person can speak  
only after restating the ideas and  
opinions of the previous speaker  
accurately and to that person's  
satisfaction.**



# Really Listening Activity

- Select one of the issues (or pick your own "controversial" topic). This will be the topic you will talk about with each other during this activity. You will discuss your topic by following the guidelines below.
- Before beginning, read over the following guideline. Make sure all group members understand.
  - → Each person can speak only after restating the ideas & opinions of the previous speaker, accurately & to that speaker's satisfaction.
- Someone should volunteer to begin the discussion by talking briefly about his/her thoughts & opinions about the chosen issue.
- You must first show the previous speaker that you got his/her meaning. If the previous speaker is satisfied that you "got his/her meaning," then you can give your opinion.



# Encouragement: The NUDGE Model

## Module 6 of

## Team Awareness Small Business Training

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# 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)



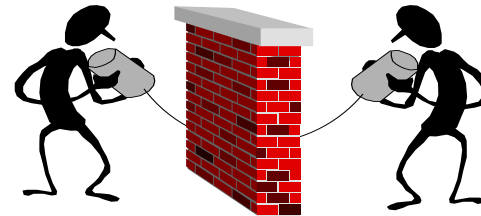


# Communication & Stress

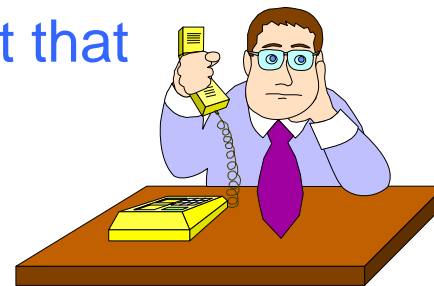
1 - Communicating with “problem” co-workers



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.

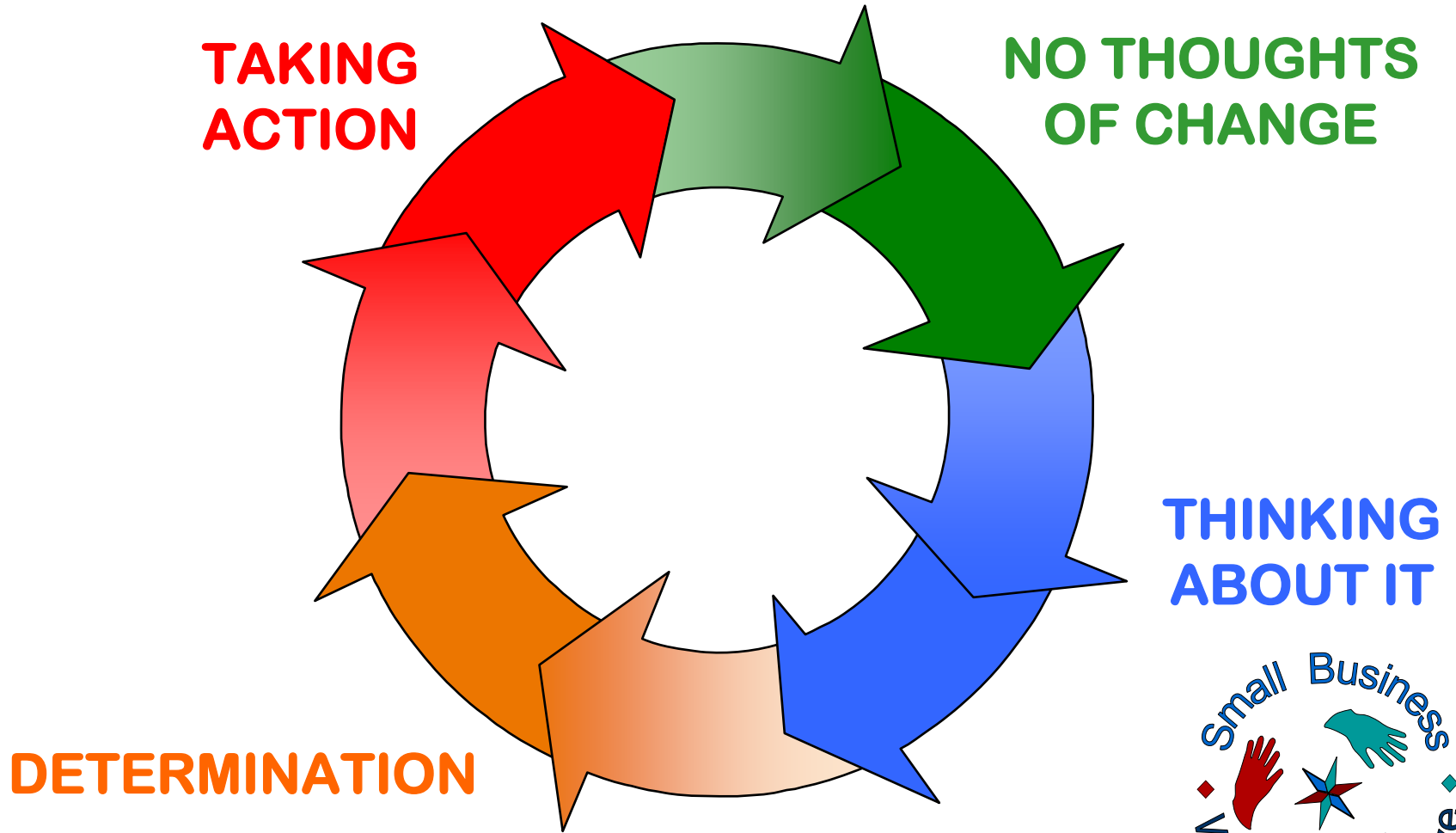


To help another person deal with their Ambivalence:

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



# Stages of Change Model



# 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.**

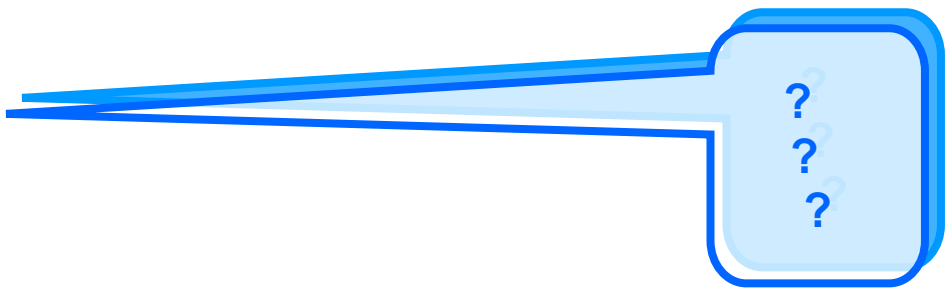




Leave me alone. Why is everyone always picking on me? I don't drink any more than the rest of the guys do.

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.



N

Notice

U

Understand

D

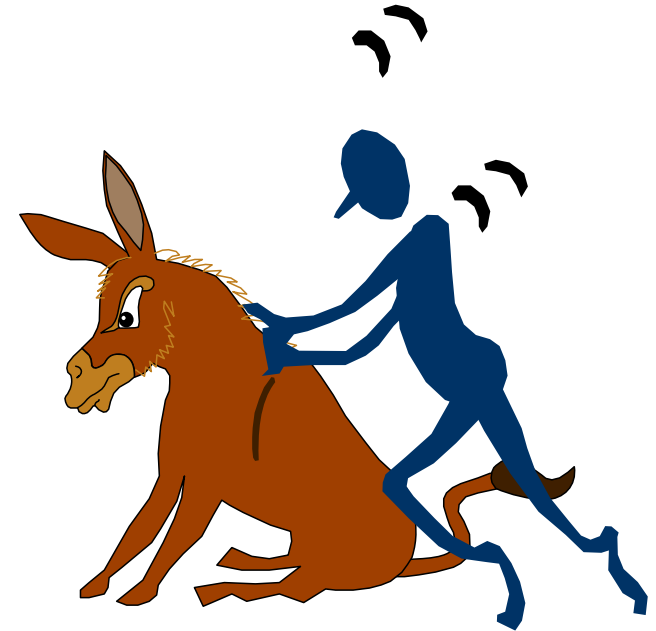
Decide

U

Use Guides

E

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.

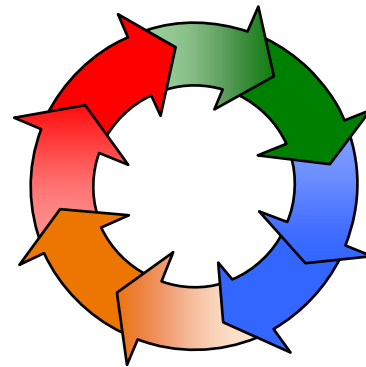
## For Observers

- 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



# EGDEN

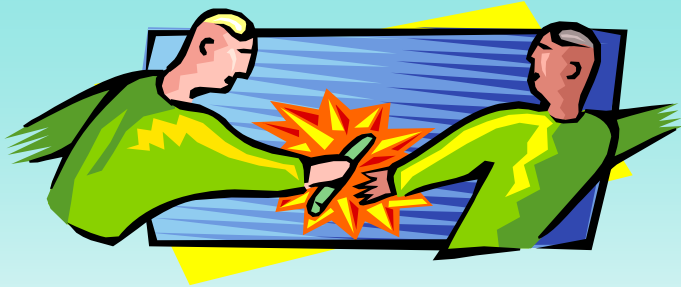
Notice

Understand

Decide

Use Guidelines

Encourage



*Usually, no one person is responsible for the problem...*

*... More often, we are all responsible for the solution.*



Reduce Risks



Increase

Communicate

Notice someone with stress or problems

Understand that you may have a role to play in the solution

Decide if you should say something

Use Guides (Roll with resistance, listen, show concern, make your move)

Encourage him or her to get help (know your limits)



Solve Stress Problems

Strengths



Know Policy



Understand



Teamwork



Tolerance