

# ***Encouragement: The NUDGE Model***

● *Notice*   ● *Understand*   ● *Decide*   ● *use Guidelines*   ● *Encourage*

---

## **Module 6 of Team Awareness Training for Substance Abuse Prevention**

---



**The Workplace Project**

**Institute of Behavioral Research  
Texas Christian University  
Fort Worth, Texas, 76129**

[www.ibr.tcu.edu](http://www.ibr.tcu.edu)

This manual 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 are solely the responsibility of the developers and do not necessarily represent the official views of NIDA. This **Team Awareness** training module and all related data collection forms may be used freely for personal, educational, research, and/or information purposes only. Permission is hereby granted to reproduce and distribute copies of content material (except reprinted passages from copyrighted sources) for nonprofit educational and nonprofit library purposes, provided that copies are distributed at or below costs and that credit for author, source, and copyright are included on each copy. No part of any material may be copied, downloaded, stored in a retrieval system, or redistributed for any commercial purpose without the expressed written permission of Texas Christian University.

For more information, please contact:

Institute of Behavioral Research

Texas Christian University

P.O. Box 298740

Fort Worth, TX, 76129

(817) 257-7226

(817) 257-7290 (FAX)

Email: [ibr@tcu.edu](mailto:ibr@tcu.edu)

Web site: [www.ibr.tcu.edu](http://www.ibr.tcu.edu)

© Copyright 2002 TCU Institute of Behavioral Research, Fort Worth, Texas.

All rights reserved.

# PURPOSE

---

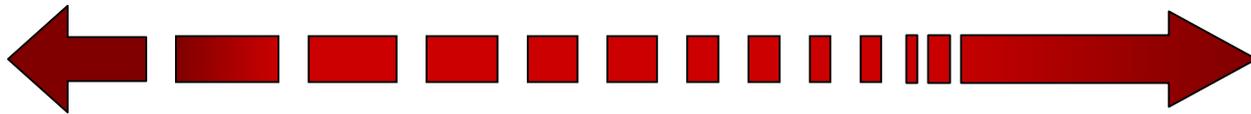
## PURPOSE OF SESSION

- **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)**

*What makes someone easy to talk with?*

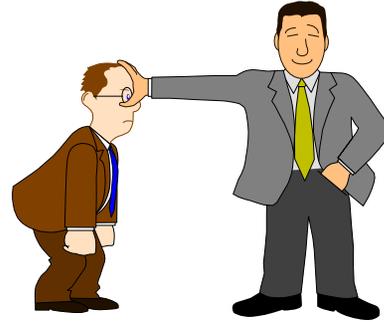


How much of the  
***STRESS***  
in your life is caused by  
poor communication?

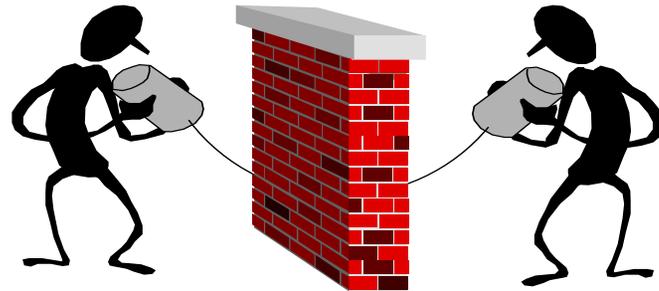


# Communication & Stress

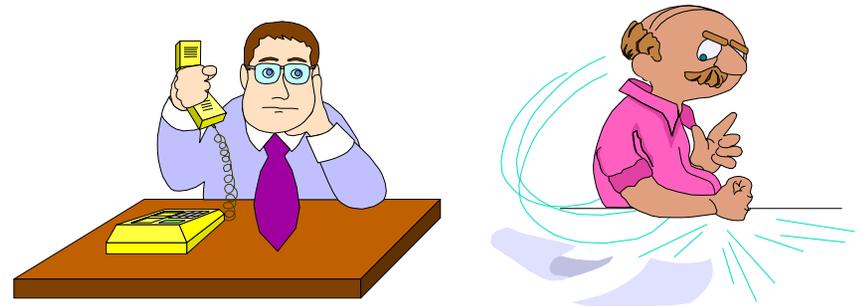
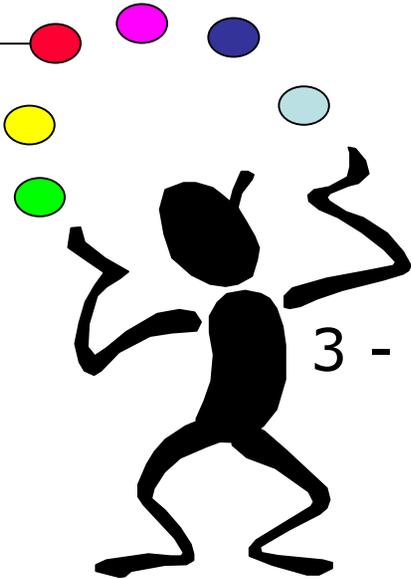
1 - Communicating with "problem" co-workers



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

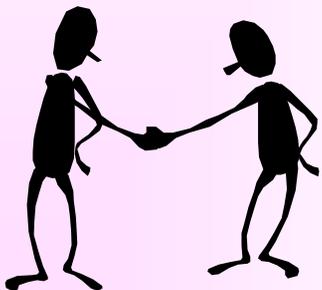
GET RIGHT TO THE POINT

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 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.



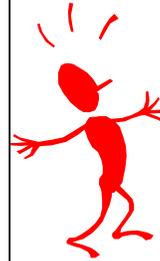
**Get right to the point.** Once the meeting begins, don't pad it with small talk. This dilutes our effectiveness. Keep the discussion focused on behavior and performance, not personality.



**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. See "More Guides to Effective Communication"



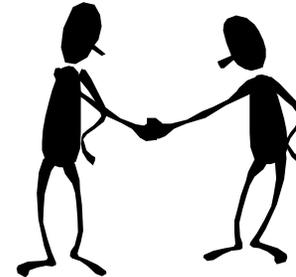
**Make a clear request.** Avoid being vague. Instead make a clear statement about what you want to see changed and your expectations for future performance. This might involve a request for action or a suggestion that help be sought.



**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.



**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.



# 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.

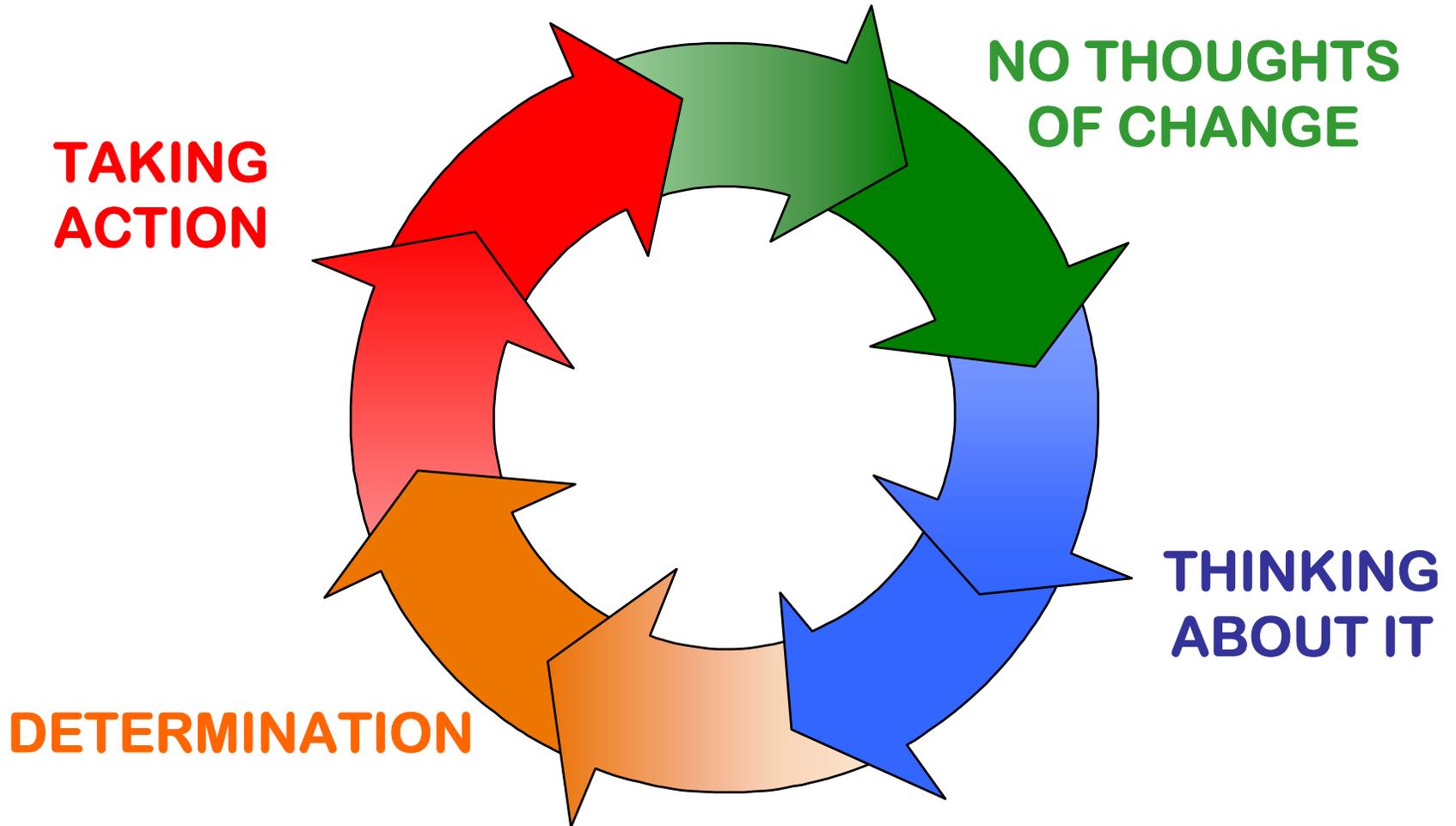


To help another person deal with their ambivalence

- **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

## MORE GUIDES TO EFFECTIVE COMMUNICATION



### I-Statements instead of You -statements

 **I-statements** open up communication, protect the self-esteem of both parties, and focus on addressing problem behavior instead of making judgements.

 **You -statements** make people feel defensive, hurt self-esteem, and waste time by focusing on blame and fault-finding.

#### For example, you might say:

"I am very concerned about Joe's behavior. His absences are causing our team to miss deadlines."

#### *Instead of*

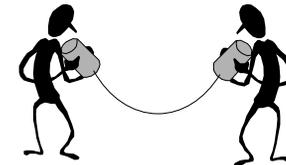
"You've got to do something about Joe. He's never here and you just seem to ignore it."

#### You might say:

"I sympathize with the troubles you've been having lately, Mary, but I'm unhappy about the extra burden on the rest of us. I suggest you call our EAP. They can help you work through this."

#### *Instead of*

"You're dragging the rest of us down with all your troubles, Mary. You should be more considerate. You're really messed up. Maybe you should see a shrink!!



### Listening Skills

 Look at the speaker. Concentrate. Make a deliberate choice to listen.

 Don't interrupt. Hold your feelings in check as much as possible.

 Remember that "listening to" is separate from "agreeing with." It is possible to listen effectively to ideas with which you disagree.

 Ask for clarification when needed. Reflect back to the speaker what you think you have heard.

### Body Language

 Use a calm, level tone of voice. The tone of your voice conveys a lot of information. Avoid sarcasm and avoid sounding critical.

 Make sure your facial expression matches your words, but avoid looking angry or annoyed. Instead of frowning, practice using a relaxed, neutral expression.

 Look at the person as you speak, using natural, comfortable eye contact. Avoid glaring and hard stares.

 Be aware of your posture and gestures. Crossing your arms, finger pointing, clenching your fists, fidgeting, or exaggerated gestures distract from your message.



# ROLLING WITH RESISTANCE



**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.

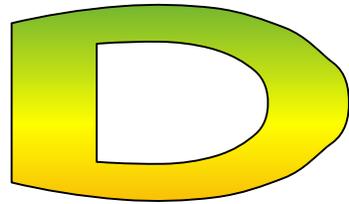


?  
?  
?



Notice

Understand



Decide



Use Guides



Encourage



N

Notice

U

Understand

D

Decide

G

Use Guidelines

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  )

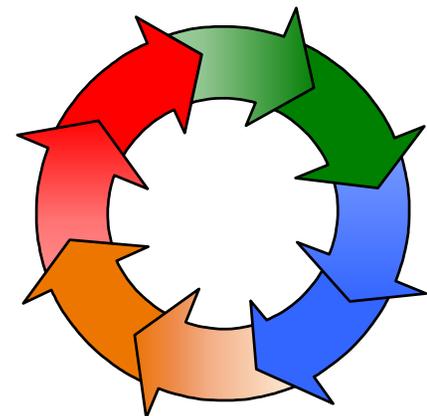
- More Guidelines (Use “I” Statements, Listen, Body Language)

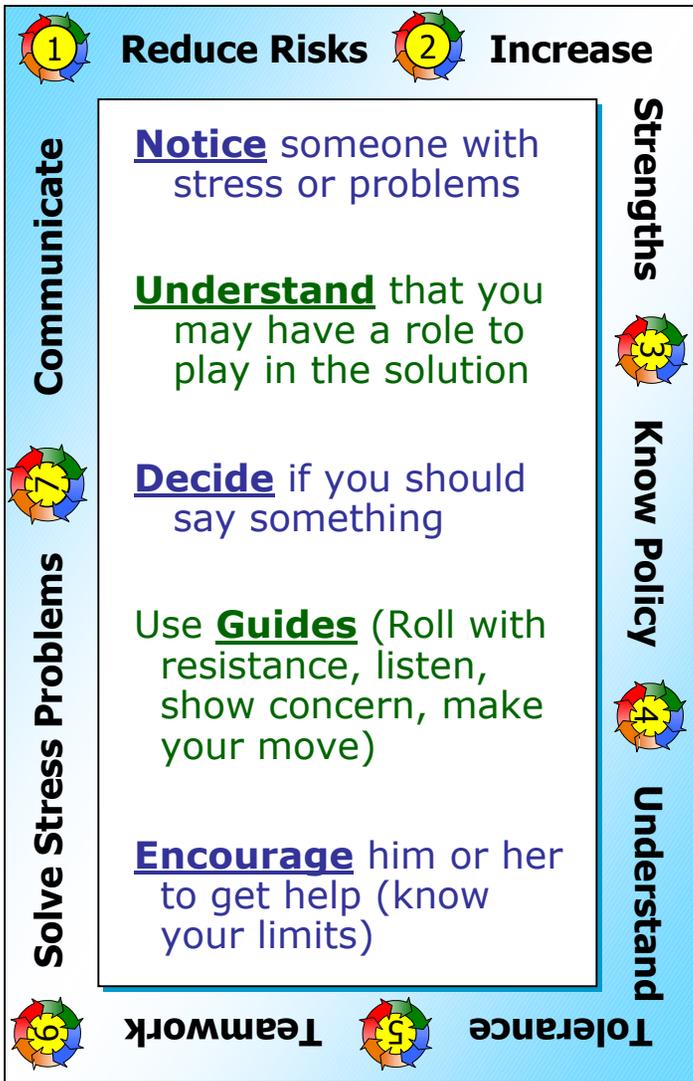
- Use the NUDGE Model



- Roll with Resistance

- Understand Stages of Change





**Notice**

**Understand**

**Decide**

**Use Guidelines**

**Encourage**

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

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

