

A Team-Based Approach for Substance Abuse Prevention: A Workplace Training

■ Project Overview ■

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Three Areas of Previous Study

**Occupation
and
Culture**

**Social Norms
and
Group Processes**

**Attitudes
Toward
Policy**

Occupation & Culture

Occupation Risk - Subculture

- Jobs involving risk (driving, machinery) are more likely to show use at work (Lehman et al., 1995).
- Individuals in groups characterized by risk sensitive jobs are more vulnerable to the negative effects of co-worker use (submitted for publication).

Drinking Climates

- Exposure to co-worker use/drinking climates associated with job stress and withdrawal at work (Bennett & Lehman, 1998).

Organization Wellness

- Reports of a healthy work climate (openness, safety) associated with less individual and co-worker use and more positive attitudes towards policy (Bennett & Lehman, 1997a).

Social Norms & Group Processes

Tolerance & Enabling

- Substance users more tolerant of co-worker use than non-users (Lehman et al. 1994).
- Demographic profile of tolerant employees similar to that of marijuana users (Lehman, 1995).

Team-work Cohesiveness

- Group cohesiveness buffers against the negative effects of co-worker use and is related to less overall individual and co-worker use (Bennett & Lehman, 1998).

Attitudes Towards Policy

Awareness & Crystallization

- Employees exposed to co-worker alcohol & drug use most dissatisfied w/policy; those reporting highest substance use levels most opposed to policy (Bennett & Lehman, 1996).

Dual Attitudes

- Most employees favor all policy components; however, employees in high-risk jobs more likely to endorse punishment when exposed to co-worker use (Bennett & Lehman, 1997b).

Training Rationale

- Increased surveillance requirements for substance use in many industries, e.g. DOT rules on alcohol testing
- Trends toward downsizing and concurrent development of team-based and job re-engineering programs
- In a teamwork environment, use by any member affects other members in terms of productivity, safety, morale
- Substance abuse in the workplace takes place in a culture that may condone and enable it.
- Substance abuse training programs can incorporate principles from quality and organizational change initiatives, specifically those that address teamwork and work cultures

“New & Improved” Team-Based Training

- Substance use viewed from a work group perspective.

Emphasis placed on how use of any member affects other members, especially in a team-based environment.

- Addresses work culture & employee behavior & attitudes which enable, support, encourage, or ignore use.

- Training integrated with overall organizational objectives:

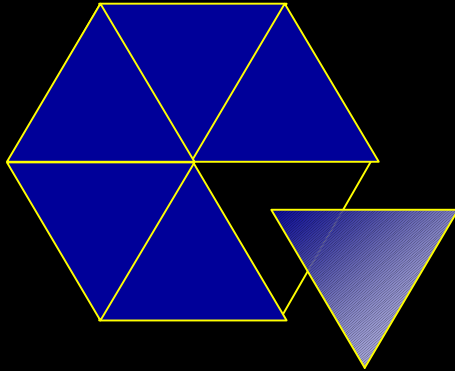
Performance Improvement Team-work Customer Service

- Highly involving & participatory exercises - which should assist transfer of training into everyday work practices.

Evaluation Plan

- Program has been implemented in two municipal workforces. Random assignment of work groups to attend team-based or information-based training, or no-training control group.
- Pre-test (two weeks prior to training), training process, and post-test (2 weeks after training) measures collected.
- Six-month follow-up survey and organizational data collected.

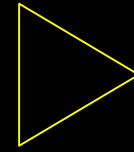
TEAM Training Modular Overview



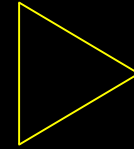
FOCUS GROUPS

SUPERVISOR MODULE

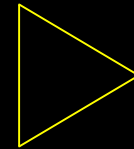
HOMEWORK



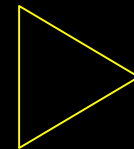
RELEVANCE
(SELF ASSESSMENT)



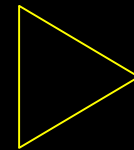
POLICY GAME



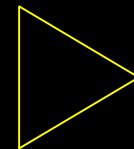
TOLERANCE
(SELF & GROUP)



STRESS
(COMMUNICATION)



NUDGING
(COMMUNICATION)



DIALOGUE

Preliminary Results

- Team-based training, more so than informational training –
 - ▶ improves group climate of confidentiality
 - ▶ trust in EAP confidentiality
- Supervisors in team-based training report –
 - ▶ improved willingness to encourage help-seeking
- Informational training appears slightly better at –
 - ▶ decreasing social distance (stigmatization and stereotyping) of substance users
 - ▶ increasing knowledge about EAP services and getting help

Conclusions

A team-based substance abuse prevention training for the workplace that addresses work group culture and team-level responsibility has been successfully implemented in several worksites. The training has been well-received by participating employees.

Preliminary results of a rigorous evaluation design have indicated that the team-based training can successfully change team attitudes that are important for preventing substance use and increasing team productivity.