The Impact of Supervisor Influence Strategy and Relational Context on Readiness to Change for the Alcohol Abusing Employee

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This study explores interpersonal influence dynamics occurring when a supervisor tries to persuade an alcohol abusing employee to seek help through an employee assistance program. The impact of influence strategy and relational context were examined through a controlled laboratory experiment. Results offer support for the hypothesis that a motivational influence strategy will be more effective than a confrontational strategy and modest support for the hypothesis that an in-group relational context may facilitate compliance better than an out-group relational context. Significant findings as well as some theoretically consistent but non-significant interaction effects are discussed in terms of implications for supervisor training and future research.

KEYWORDS: Employee assistance program, interpersonal influence, substance abuse, supervisory referral, leader-member exchange model, stages of change
Enhancing Teams in the Workplace: A New Model of Team-Building

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This article explores the literature on team-building, including its application to employee assistance programs and the relevant theories discussed within the field. In addition, the paper applies family systems theory, particularly experiential family therapy and Structural family therapy, to team enhancing. The authors outline a model for team-enhancing that employee assistance professionals can use directly with the organizations they serve. The team-enhancing model consists of three phases: (1) Initial Contact and Assessment; (2) Team Assembly; and (3) Accountability and Follow-Up. The first phase is brief, with no sub-stages. Phase two consists of four stages. The third phase incorporates an accountability stage that offers the option of converting future team assemblies (i.e., meetings) to continue the team-enhancing process.

KEYWORDS: Employee assistance program, team-building, team-enriching, organizational consulting, organizational intervention

BOOK REVIEW

Protecting America's Health: The FDA, Business, and One Hundred Years of Regulation, by Philip J. Hilts
Reviewed by Keith McMillan

Cyberspace: Issues and Challenges for EAP Providers

Michael A. Richard

The Internet has proven an exceptional tool for employees but it also has been shown to have many negative aspects. It can and does become a diversion from work; employees send personal e-mails, pay bills, etc., all while “on the clock.” For most these are hot minor intereptions to productivity. However, for others it is a means to visit pornographic sites, send hate mail, etc., while at work. Employee assistance programs are being asked to help employees who abuse or are addicted to the Internet. For these individuals Internet capabilities bumber work performance, and results in family and/or legal troubles. To comprehend and respond appropriately to such issues, Information Technologies (IT) must be understood (Hines, 1994).

KEYWORDS: Employee assistance program, cyberspace, dysfunction, information technology

A Need for Marriage and Family Services: A Survey of Employee Assistance Program Client Problems and Needs

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As a result of services from a comprehensive employee assistance program, clients (N = 1,595. 14.2% referred by supervisors) indicated how much family, psychological (dimensional, drug, alcohol, employment-related, legal, and medical problems involved them and their need for services in each of these areas. Two thirds of clients rated their psychological (dimensional and family problems and need for services as “considerable” or “extreme,” and 40.1% of clients rated both problems as “considerable” or “extreme.” These findings indicate the need for expanded employee assistance services for couples and families.

KEYWORDS: Marriage and family counseling, employee assistance, client problems

Implementation and Evaluation of a Formal Telephone Counseling Protocol in an Employee Assistance Program

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Structured guidelines for conducing telephone counseling were developed and implemented in a large employee assistance program. This study evaluates the telephone counseling service in several areas, including utilization, clinical outcomes, client satisfaction, client reported productivity and absenteeism, counselor feedback, and efficiency. Clients who select the telephone counseling modality and who are determined by the counselor to be appropriate for telephone counseling show results comparable to those of face-to-face counseling on various measures.

KEYWORDS: Telephone counseling, telehealth, employee assistance program, outcomes, evaluation of counseling