



Carrots, Sticks, and Magic Tricks: The art and challenge of motivating mandated employees

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Introduction

- EAP Mandatory Referral Process
 - HR perspective
 - Employee perspective
 - EAP Consultant perspective
 - EAP Affiliate perspective
- Disclaimer
 - *Your Mileage May Vary*



Learning Objectives

- Situation Awareness
 - Who's doing what to whom and what's coming next
- Magic Tricks
 - Shaping expectations from the first call
- Avoiding the Portable Swamp
 - 10 ways referrals can go wrong
- Ta-Da!
 - Examples of successful interventions

Situation Awareness

- “SA is knowing what is going on around you” (Endsley, 2000)
- “Knowing what is going on so you can figure out what to do” (Adam, 1993)
- “What you need to know not to be surprised” (Jeannot, Kelly, & Thompson, 2003)



Situation Awareness

- Consider your history with HR rep
- Determine need to educate on EA
- Always think ahead
 - Look ahead
 - Steer to avoid potholes



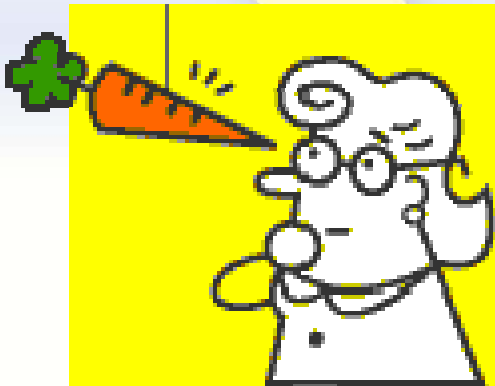
Situation Awareness

- Company Contacts EAP
 - Assess needs from the first moment of contact
 - Listen actively for the real issue
 - Remain aware of company culture/special needs,
 - e.g., safety sensitive, special practices



Situation Awareness

- Employee Initiates Contact
 - What is the employee's understanding of referral?
 - What does the employee need *right now*?
 - Think Maslow
 - What does the employee need to understand about being referred to the EAP?
 - Referral can be a carrot, not just a stick
 - What could possibly go wrong?
 - Manipulators, slackers, avoiders, excuse-makers



“The consequences of our actions are so complicated, so diverse, that predicting the future is a very difficult business indeed.”

- Albus Dumbledore



Top 10 Ways Referrals Can Go Wrong

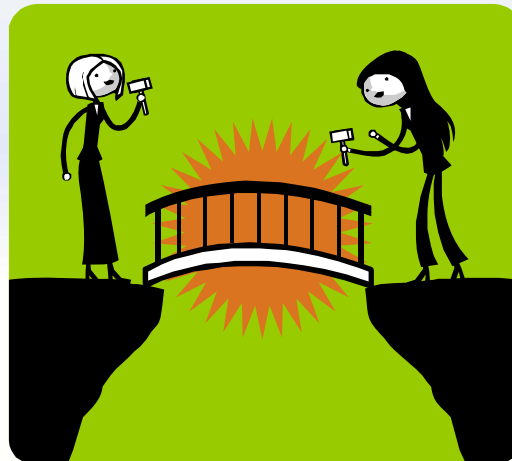




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Expecting EAP to fix a bad hire

- Assess understanding of what the EAP can do...and what it can not
- Bridge the knowledge gap
- Address the clinical piece





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Transference

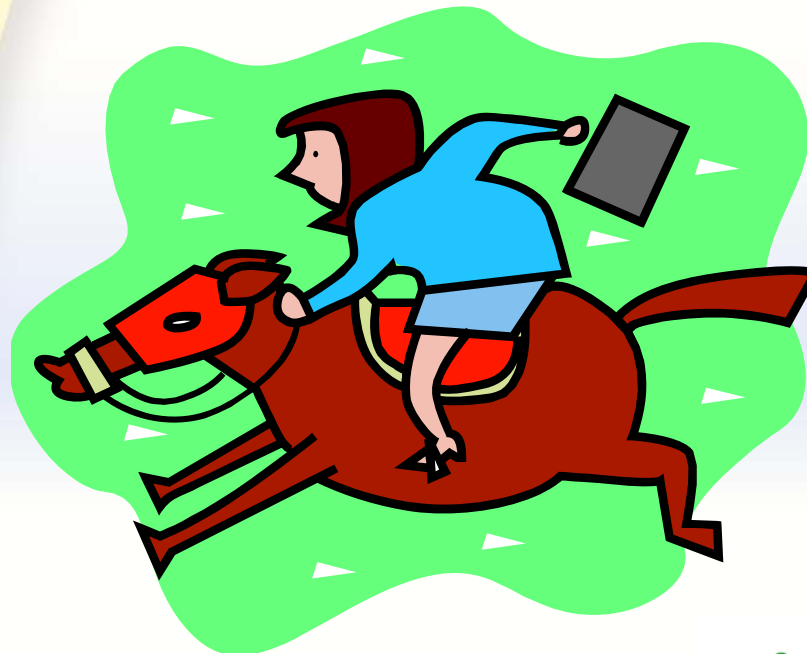
- Case hits the HR rep's Achilles' heel
- Educate in generalities
- Reassure...and offer services



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Jockeying for control

- EAP has the expertise and needs to “hold the reins”





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Company policy and EAP practice collide




- Policy comes first
- Educate HR on what EAP *can* do

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Failing to dot I's and cross T's



- Educate on importance of release of information (ROI)
- Complete ROI *immediately* and *correctly*
- Resist the urge to answer questions beyond scope of ROI
- Loose lips sink ships



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Who the *!@# are you?

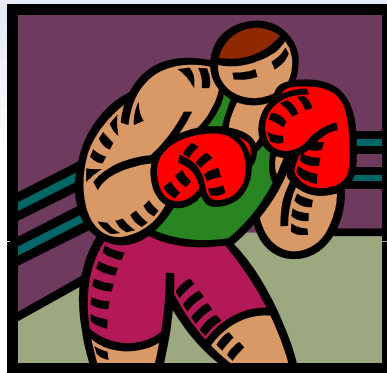


- Employee can be alone in the unknown
- Be clear with employee what the EAP role is – help and support
- Help employees understand what is being asked of them
- EAP position is *neutrality*

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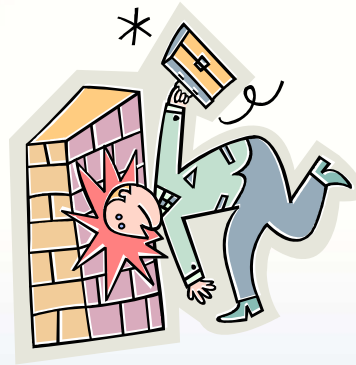
Employee has fists up and back against the wall

- Don't be drawn into a fight
- Make it win/win
- Go to neutral corners



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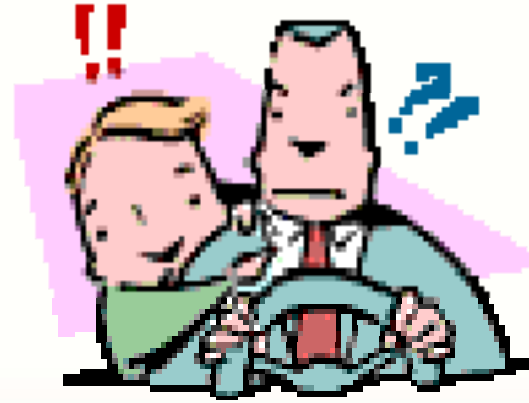
Employee sees nothing but obstacles



- Reassure that EAP won't ask for the impossible
- Channel your inner "front line social worker"

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Employee tries to take the wheel



- Educate
- Make expectations clear and explicit
- Remind that employee's actions led to referral
- Remind that employee regains control *after* the referral is completed



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I know that 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...

- Avoid crosstalk
- Embrace the magic of the three-way call

Sweet Success

tried and true interventions

- **Accountability**
 - Most who are mandated don't want to comply
 - Some settings have more accountability than others
 - EAP can create accountability (e.g., 12 step reflection form, check-in calls, affiliates/treatment providers)



Sweet Success

tried and true interventions



- **Use every tool available**
 - E.g.: Agency-based services, SAMHSA treatment finder, Work-Life, Legal, Financial, United Way 211, DV Hotline.
 - “Google (insert engine of choice) is your friend”

Sweet Success

tried and true interventions

- **Get out of the box**
 - Consider all angles
- **Get beyond the mandate**
 - Clinical indications vs. presenting behavior
- **This part of EA *is* therapy**
 - Encouragement and positive regard



Keys to Successful Outcomes

- Expectation
- Education
- Cooperation
- Partnership



Discussion

