

MANAGERS' AND SUPERVISORS' ENABLING CHECKLIST

This is not a diagnostic test. It's meant to help you become aware of any enabling behaviours you may engage in with employees. Indicate to which extent each statement applies to your experience with employee alcohol, other drugs and/or gambling problems.

		Yes	No	Sometimes
1	I often become frustrated or angry at the inappropriate behaviour of a problem employee.			
2	I deny inappropriate behaviour or poor job performance by ignoring, minimizing, justifying, or rationalizing it.			
3	I am afraid or anxious about what will happen to a problem employee or to me if the inappropriate behaviour or job performance continues.			
4	I hope the inappropriate behaviour or poor job performance will improve or that it really isn't as bad as I think.			
5	I feel disappointed when my hopes prove false.			
6	I feel guilty or to blame for a problem employee's poor job performance.			
7	I feel that I spend too much time trying to manage a problem employee.			
8	I spend a lot of time thinking or worrying about a problem employee.			
9	I experience mood swings from elation to depression for no apparent reason.			
10	I have felt anger or hostility towards a problem employee.			
11	I feel disgust or revulsion toward an employee who behaves inappropriately or performs poorly.			
12	I want to protect or I actually do protect a problem employee from the consequences of their inappropriate behaviour or poor job performance.			
13	I feel pity and sympathy, especially when a problem employee complains about or is unhappy about personal problems.			
14	I am obsessed or preoccupied with a problem employee to the exclusion of other employees.			

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		Yes	No	Sometimes
15	I have felt frustrated, empty, or drained physically and emotionally because of a problem employee.			
16	I have been unwilling to communicate with other managers, supervisors, or my boss about a problem employee.			
17	I have felt manipulated, used, or betrayed by a problem employee when they promised to improve but didn't.			
18	I have frequently taken over the duties or responsibilities of a problem employee.			
19	I have scolded, nagged, or gotten into quarrels with family members because of a problem employee.			
20	I have consciously avoided a problem employee.			
21	I have lied to or about a problem employee to my boss, co-workers, or other supervisors.			
22	I have increased my own alcohol, other drug use (including prescription drugs) and/or gambling because I am worried, frustrated, or anxious about a problem employee.			
23	I lose sleep because of a problem employee.			
24	I have physical symptoms such as nausea (or a "knot" in my stomach), sweating palms, or bitten fingernails because of a problem employee.			
25	I regard chemical dependence primarily as a moral issue.			
26	I gossip with other staff about employees with suspected alcohol, other drugs and/or gambling problems.			
27	I speak in an accusatory tone when discussing employees with suspected alcohol, other drugs and/or gambling problems.			
28	I view chemically dependent employees as "those people."			
29	I lack clear, definite standards of performance and professional conduct for my employees.			
30	I have gradually lowered my expectations for acceptable job performance by a problem employee.			

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		Yes	No	Sometimes
31	I avoid confronting employees with obvious alcohol, other drugs, and/or gambling problems.			
32	When I clearly observe alcohol, other drug use, and/or gambling at work by employees, I avoid reporting or documenting it.			
33	When an employee shows unmistakable signs of alcohol, other drug use, and/or gambling at work, I hesitate to do anything about it for fear that management won't support me.			
34	When an employee shows unmistakable signs of alcohol, other drug use, and/or gambling, I hesitate to do anything about it for fear of other employees' reactions.			
35	My own use of alcohol, other drugs, and/or gambling resulted in behaviour I'm not proud of.			
36	I fail to admit the scope of alcohol, other drug use, and/or gambling problems among employees under my supervision to protect the company's image.			
37	I am afraid to report alcohol, other drug use, and/or gambling problems among employees under my supervision for fear my own position will be jeopardized.			
38	I am afraid to confront a problem employee who I suspect has an alcohol, other drug, and/or gambling problem because I'm afraid I'll destroy my relationship with him or her.			
39	I laugh at employees who complain of being "hung over" or "strung-out."			
40	I believe that my employees are "above" having alcohol, other drugs, and/or gambling problems.			
41	When employees disclose alcohol, other drugs, and/or gambling problems in their family members, I fear the consequences of trying to help them.			
42	I regard a certain minimum degree of alcohol, other drug use, and/or gambling by employees on the job as acceptable or normal.			
43	I look the other way when I know employees are using alcohol, other drugs, and/or gambling at work.			

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		Yes	No	Sometimes
44	I avoid places in the company building or on company grounds when I know or suspect employees use alcohol, other drugs, and/or gambling.			
45	I believe that employees' alcohol, other drug, and/or gambling related problems should be kept secret to protect their privacy or job status.			
46	I make excuses for, cover up for, or even defend a problem employee's alcohol, other drug use, and/or gambling on the job.			
47	In looking for the source of a problem employee's poor work performance, I tend to give alcohol, other drug use, and/or gambling a low priority.			
48	I feel inadequate when a problem employee promises to improve their job performance and doesn't.			
49	I believe employees with alcohol, other drugs, and/or gambling problems can stop using or drinking on their own if they want to.			
50	I have failed to confront or report apparent exchanges of money or drugs by employees in such areas as the cafeteria, staff lounge, or lavatories.			

If you answered yes to ten or more of these statements, you have probably been involved in enabling an employee with an alcohol, other drug, and/or gambling problem. You are not alone. Enabling in the workplace by managers, supervisors, and co-workers is a common occurrence.