

## 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 extend each statement applies to your experience with employee alcohol or other drug problems.

	YES	NO	SOMETIMES
1. I often become frustrated or angry at the inappropriate behaviour of a problem employee.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I deny inappropriate behaviour or poor job performance by ignoring, minimizing, justifying, or rationalizing it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I hope the inappropriate behaviour or poor job performance will improve or that it really isn't as bad as I think.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I feel disappointed when my hopes prove false.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I feel guilty or to blame for a problem employee's poor job performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I feel that I spend too much time trying to manage a problem people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. I spend a lot of time thinking or worrying about a problem employee.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. I experience mood swings from elation to depression for no apparent reason.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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110.	I have felt anger or hostility toward a problem employee.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	I feel disgust or revulsion toward an employee who behaves inappropriately or performs poorly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	I want to protect or I actually do protect a problem employee from the consequences of his or her inappropriate behavior or poor job performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	I feel pity and sympathy, especially when a problem employee complains about or is unhappy about personal problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	I am obsessed or preoccupied with a problem employee to the exclusion of other employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.	I have felt frustrated, empty, or drained physically and emotionally because of a problem employee.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16.	I have been unwilling to communicate with other managers, supervisors, or my boss about a problem employee.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17.	I have felt manipulated, used, or betrayed by a problem employee when he or she promised to improve and didn't.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18.	I have frequently taken over the duties or responsibilities of a problem employee.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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19. I have scolded, nagged, or gotten into quarrels with family members because of a problem employee.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. I have consciously avoided a problem employee.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. I have lied to or about a problem employee to my boss, co-workers, or other supervisors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. I have increased my own alcohol or other drug use (including prescription drugs) because I am worried, frustrated or anxious about a problem employee.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. I lose sleep because of a problem employee.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. I have physical symptoms such as nausea, a "knot" in my stomach, sweating palms, or bitten fingernails because of a problem employee.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. I regard chemical dependence primarily as a moral issue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. I gossip with other staff about employees with suspected alcohol or other drug problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. I speak in an accusatory tone when discussing employees with suspected alcohol or other drug problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. I view chemically dependent employees as "those people".	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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29. I lack clear, definite standards of performance and professional conduct for my employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. I have gradually lowered my expectations for acceptable job performance by a problem employee.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. I avoid confronting employees with obvious alcohol or other drug problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. When I clearly observe alcohol or other drug use at work by employees, I avoid reporting or documenting it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. When an employee shows unmistakable signs of alcohol or other drug use at work, I hesitate to do anything about it for fear that management won't support me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. When an employee shows unmistakable signs of alcohol or other drug use, I hesitate to do anything about it for fear of other employees' reactions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. My own use of alcohol or other drugs resulted in behavior I'm not proud of.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. I fail to admit the scope of alcohol or other drug use problems among employees under my supervision to protect the company's image.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. I am afraid to report alcohol or	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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other drug use 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 or other drug problem because I'm afraid I'll destroy my relationship with him or her.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. I laugh at employees who complain of being "hung over" or "strung-out".	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. I believe that my employees are "above" having alcohol or other drug problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. When employees disclose alcohol or other drug problems in their family members, I fear the consequences of trying to help them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. I regard a certain minimum degree of alcohol or other drug use by employees on the job as acceptable or normal.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. I look the other way when I know employees are using alcohol or other drugs at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. I avoid places in the company building or on company grounds where I know or suspect employees use alcohol and other drugs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. I believe that employees' alcohol or other drug-related problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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should be kept secret to protect their privacy or job status.			
46. I make excuses, cover up for, or even defend a problem employee's alcohol or other drug use on the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. In looking for the source of a problem employee's poor work performance, I tend to give alcohol or other drug use a low priority.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. I feel inadequate when a problem employee promises to improve his or her job performance and doesn't.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. I believe employees with alcohol or others drug problems can stop using or drinking on their own if they want to.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you answered **YES** to ten (10) or more of these statements, you have probably been involved in enabling an employee with an alcohol or other drug problem. You are not alone. Enabling in the workplace by managers, supervisors, and co-workers is a common occurrence.

Source: *Enabling in the Workplace*. Minneapolis, MN: Johnson Institute-QVS, Inc., 1991.