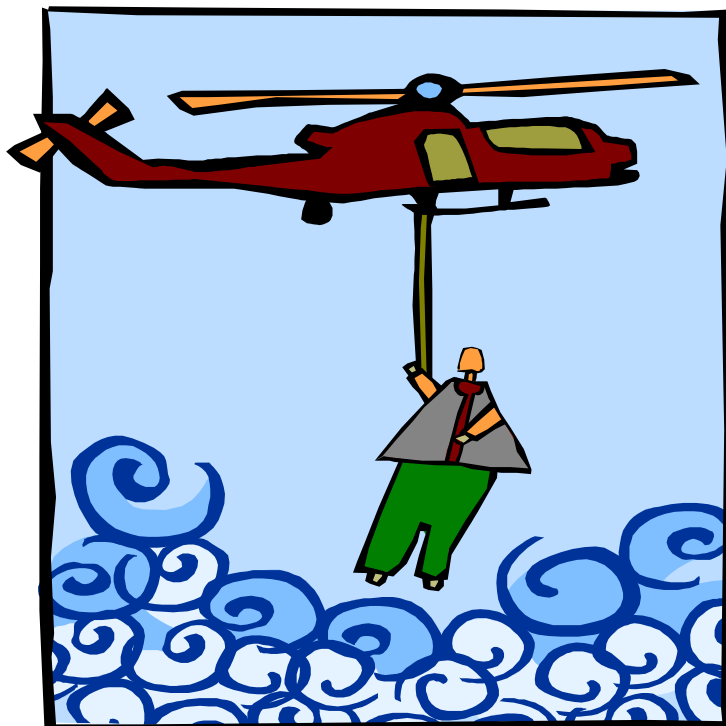


...enabling

Due to inaccurate information and mistaken beliefs about alcoholism or addictive disease, people who are close to the addict (alcoholic) "enable." This behavior pattern occurs in personal relationships with addicts, both at home and at work. There are usually persons in relationships with addicts who are considered primary enablers.

DEFINITION

Enabling at work is behavior exhibited by coworkers or supervisors that helps the addict not realize or face the consequences of his/or her problem behavior resulting directly or indirectly from the alcohol or drug use. Enabling typically appears as the "right" thing to do in response to the problem behavior but helps the alcoholic or addict escape responsibility for actions or problematic events. The ability of the addict to deny, rationalize, externalize, and minimize problems while having others accept excuses and explanations helps the addict get sicker.



IMPACT

Enabling may be so well accomplished that the alcoholic or addict may appear as a person with no problems. In the earliest stages of addictive disease, this person could be perceived as the most competent, well-liked, and socially accepted worker in the organization. As addictive disease grows worse, problems follow --- and enabling increases. The alcoholic's past history of job success without problems may span decades. This keeps managers unsuspecting of an alcohol or drug problem. They easily believe some other problem explains job performance issues. These problems are often symptoms of the primary addiction. Supervisors or coworkers are easily led or manipulated to excuse, help, make-up-for, or in other ways support and protect the addicted worker. These enabling patterns can occur in the face of late-stage addiction, such as alcohol on the breath, erratic and disturbing mood swings, and obvious withdrawal symptoms.

LOSS

Eventually the enabling behavior becomes so automatic and institutionalized in the company, that only a crisis will break the pattern. Often this crisis is one that causes extreme embarrassment, financial loss, or other cost to the organization. Unfortunately, the response to such crises is often termination or transfer at great expense to the organization. The loss of a potentially valuable employee is the real tragedy. Sometimes medical retirements are arranged for workers who have become too ill to function. When this happens, the life span of such employees is often shortened, due to uncontrolled drinking supported by a fixed income. A natural decrease in the alcoholic's urgency for treatment and an increase in medical and social dysfunction accompany this financial independence.