

EAP in the C-Suite: Working With Impaired Executives

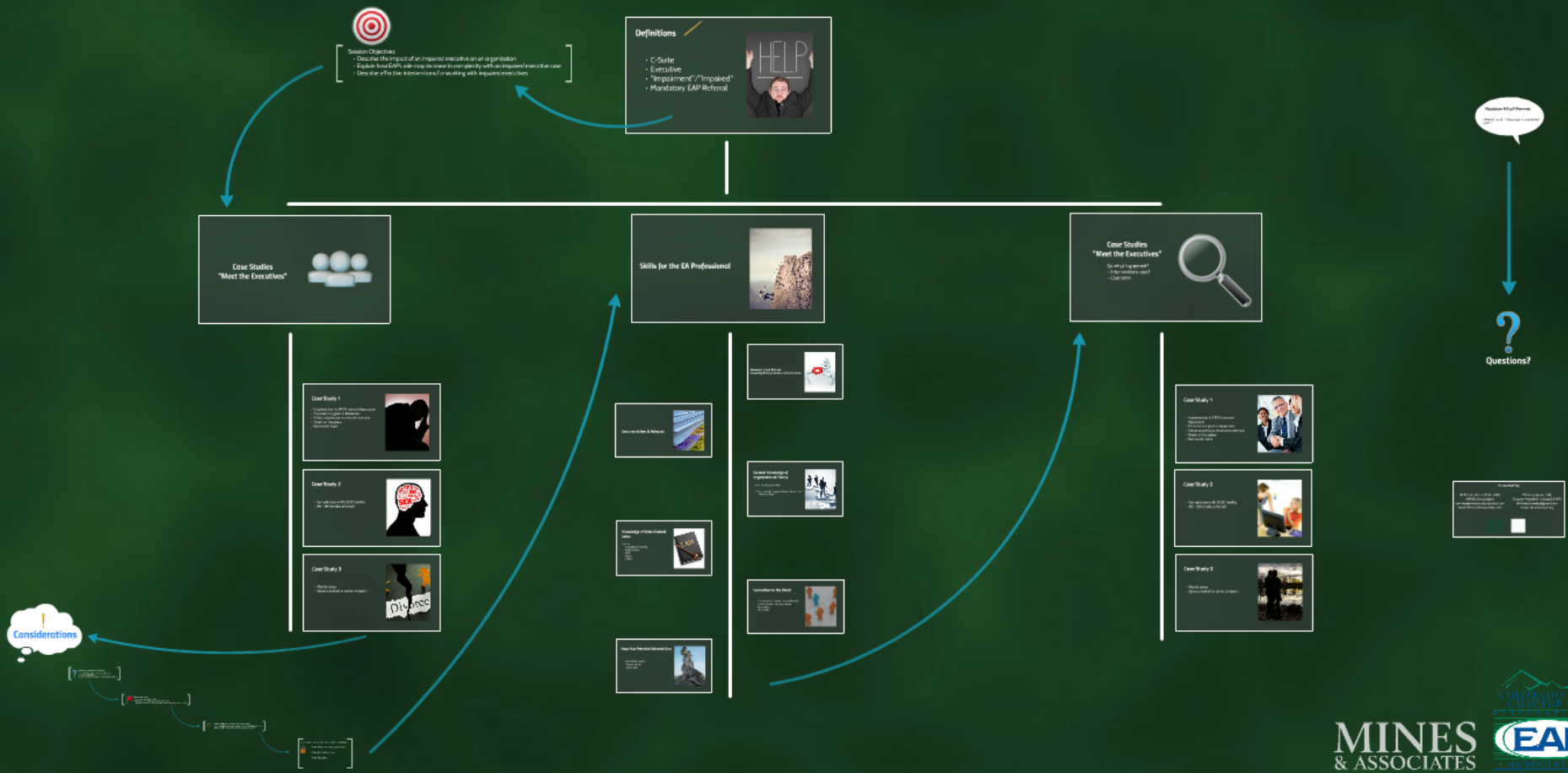


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Prepared for The International Employee Assistance Association



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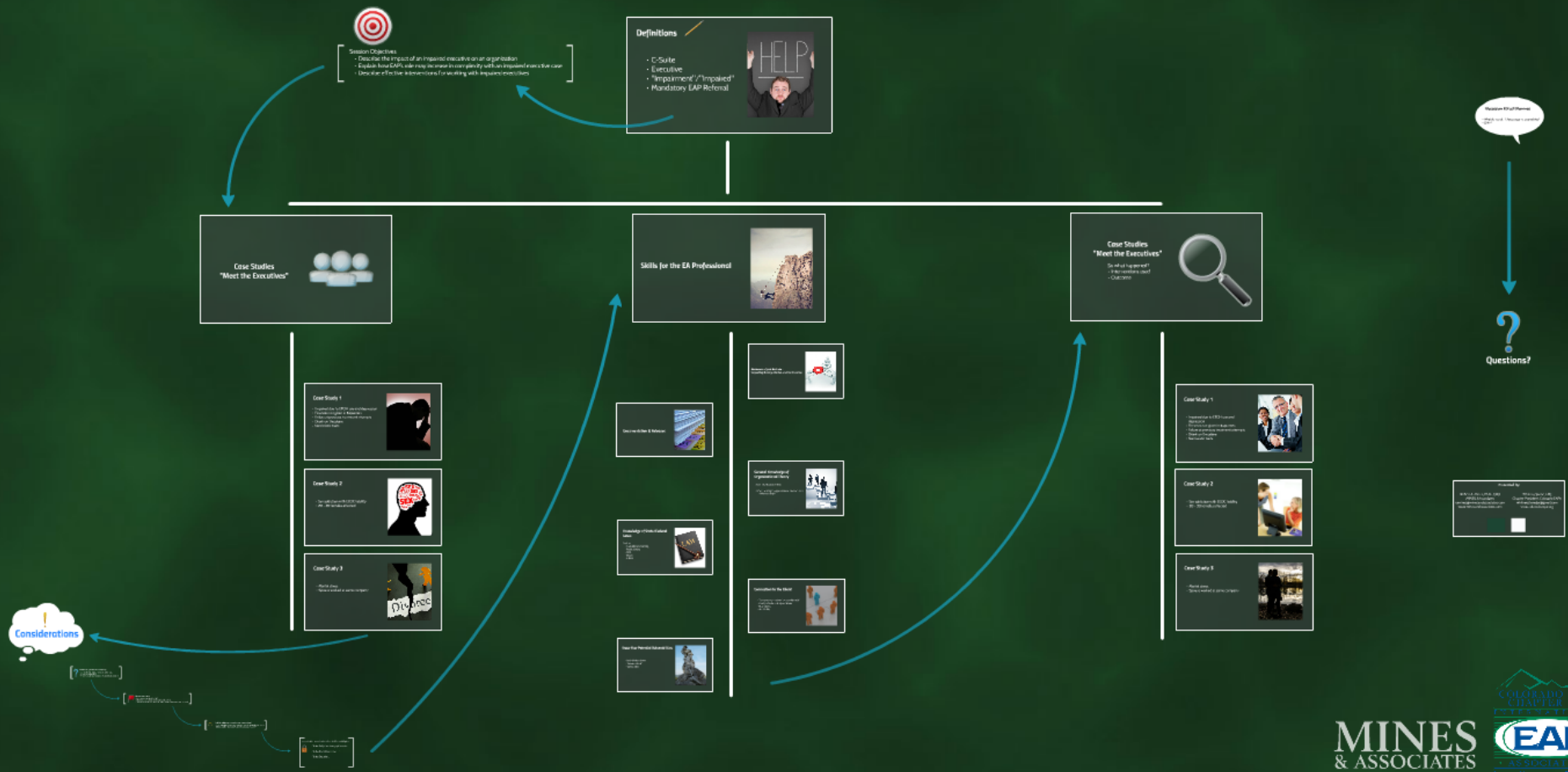


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Session Objectives

- Describe the impact of an impaired executive on an organization
- Explain how EAP's role may increase in complexity with an impaired executive case
- Describe effective interventions for working with impaired executives

Definitions

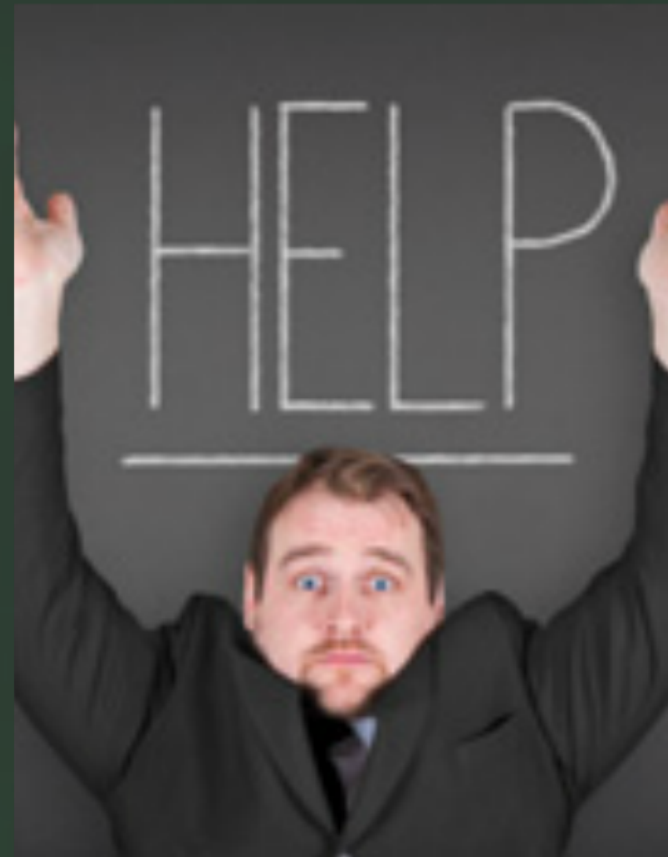
- C-Suite
- Executive
- "Impairment"/"Impaired"
- Mandatory EAP Referral



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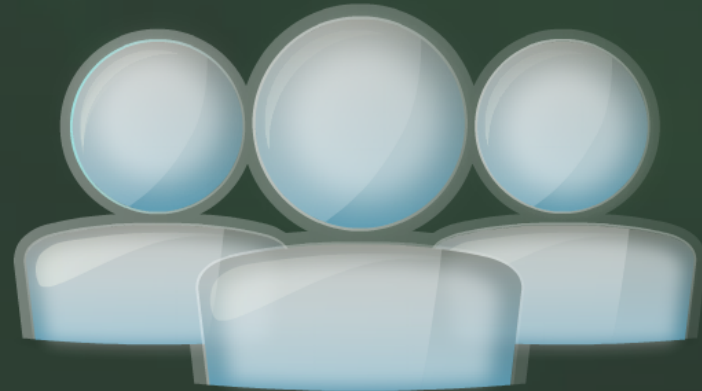


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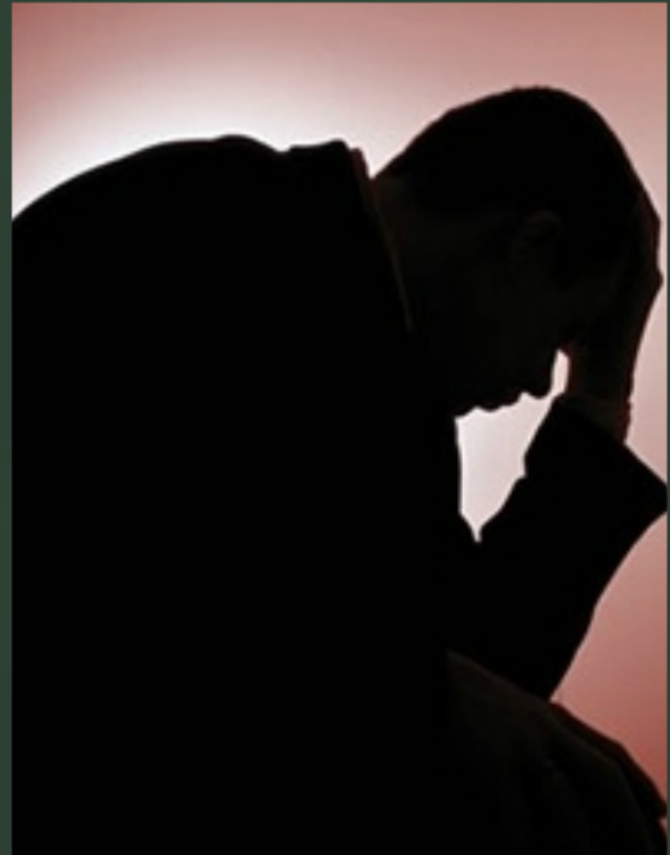


Case Studies
"Meet the Executives"



Case Study 1

- Impaired due to ETOH use and depression
- Finances not given in 6 quarters
- Failure at previous treatment attempts
- Drank on the plane
- Narcissistic traits



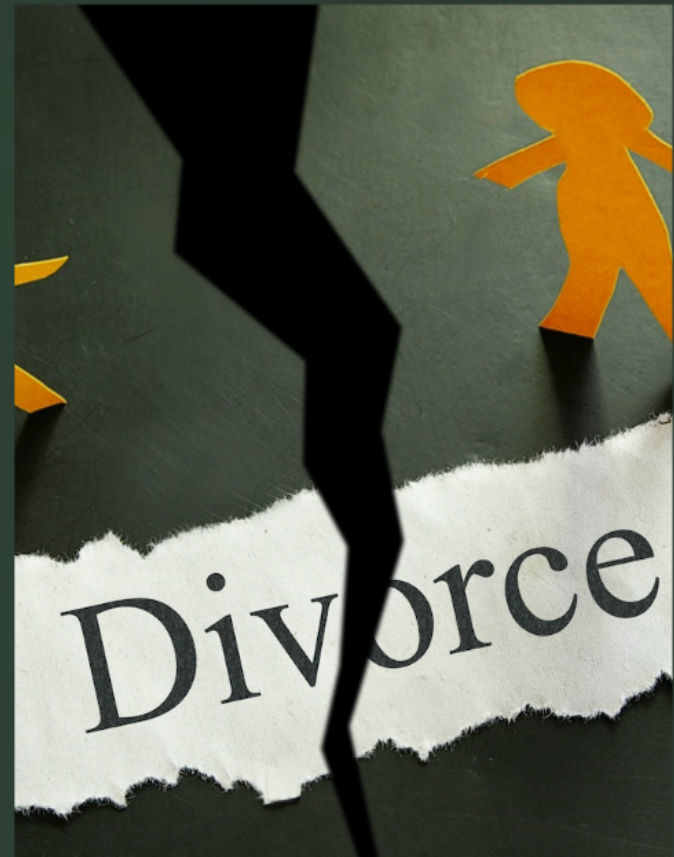
Case Study 2

- Sex addiction with EEOC liability
- 20 - 30 females affected



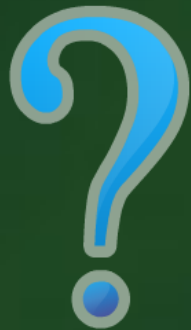
Case Study 3

- Marital stress
- Spouse worked at same company





Considerations



What kind of organization are we supporting?

- Non-profit, union, restaurant owner, small business...
- Who are the stakeholders?
- What (if any) additional resources in the organization accessing?



Numerous referral paths

- Board, another executive, HR...Self?
- Often begins as a management consultation with referrer
- Help identify the risks, ideal outcomes, goals and intervention options; help make a plan



Similarities & Differences compared to a non-executive referral

- Similar: professional, resistance to mandatory referrals, susceptible to human error
- Different: possibly higher power/ authority, status, ease of access (\$)

Assess the Risks - Know the Vulnerabilities, Liabilities, and Obligations



- To the EAP/ Case Manager/Counselor
- To the Client Organization
- To the Executive

- Legality

- Business implications

- Data security/privacy
- Data control and retention
- Loss of intellectual property/loss of competitive advantage
- Loss of internal contracts

- Reputation
- Loss of revenue
- Impact on confidence/self-esteem

Risks - Know the Vulnerabilities, Liabilities, and Obligations

- To the EAP/ Case Manager/Counselor
- To the Client Organization
 - Public relations/media
 - Effect on other employees
 - Loss of intellectual capital/slowdown in productivity
 - Loss of revenue (contracts)
- To the Executive
 - Reputation
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- Legal liability?
- Business implications

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Skills for the EA Professional



**Awareness of your dual role -
Supporting the Organization and the Executive**



Documentation & Releases



General Knowledge of Organizational Theory

- Maturity of organization
- When to bring in organizational interventions
 - Who can help?



Knowledge of State/Federal Laws

Such as:

- Mandatory Reporting
- Public Safety
- ADA
- EEOC
- HIPAA



Connection to the Client

- Transparency-“private” vs “confidential”
- Clarity of roles and expectations
- Boundaries
- Availability



Know Your Potential Vulnerabilities

- Intimidation factor
- “Power-struck”
- Taking sides



Case Studies

"Meet the Executives"

So what happened?

- Interventions used
- Outcome



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Discussion: Ethical Dilemmas

- What do you do if they go against your advice?
- Other?



Questions?

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