



# *Developing EA Programs in Emerging Markets: Lessons Learned*

**Presented at EAPA's 2008 Annual  
World EAP Conference - Atlanta, GA**

**Paul W. Heck  
Global EAP Manager  
DuPont**





## **Learning Objectives – at the end of the session you will:**

**Be introduced to an EAP development model for emerging markets**

**Understand the basic steps required to establish an EAP in an emerging economy**

**Be able to conduct a culturally specific needs assessment**

**Know what networks to access for identification of professional resources**

**Have an understanding of common training needs for mental health professionals being recruited to provide EAP services for a new program**

**Be exposed to a proposed future vision statement that can assist in creating a standard model for your work in multiple cultures**



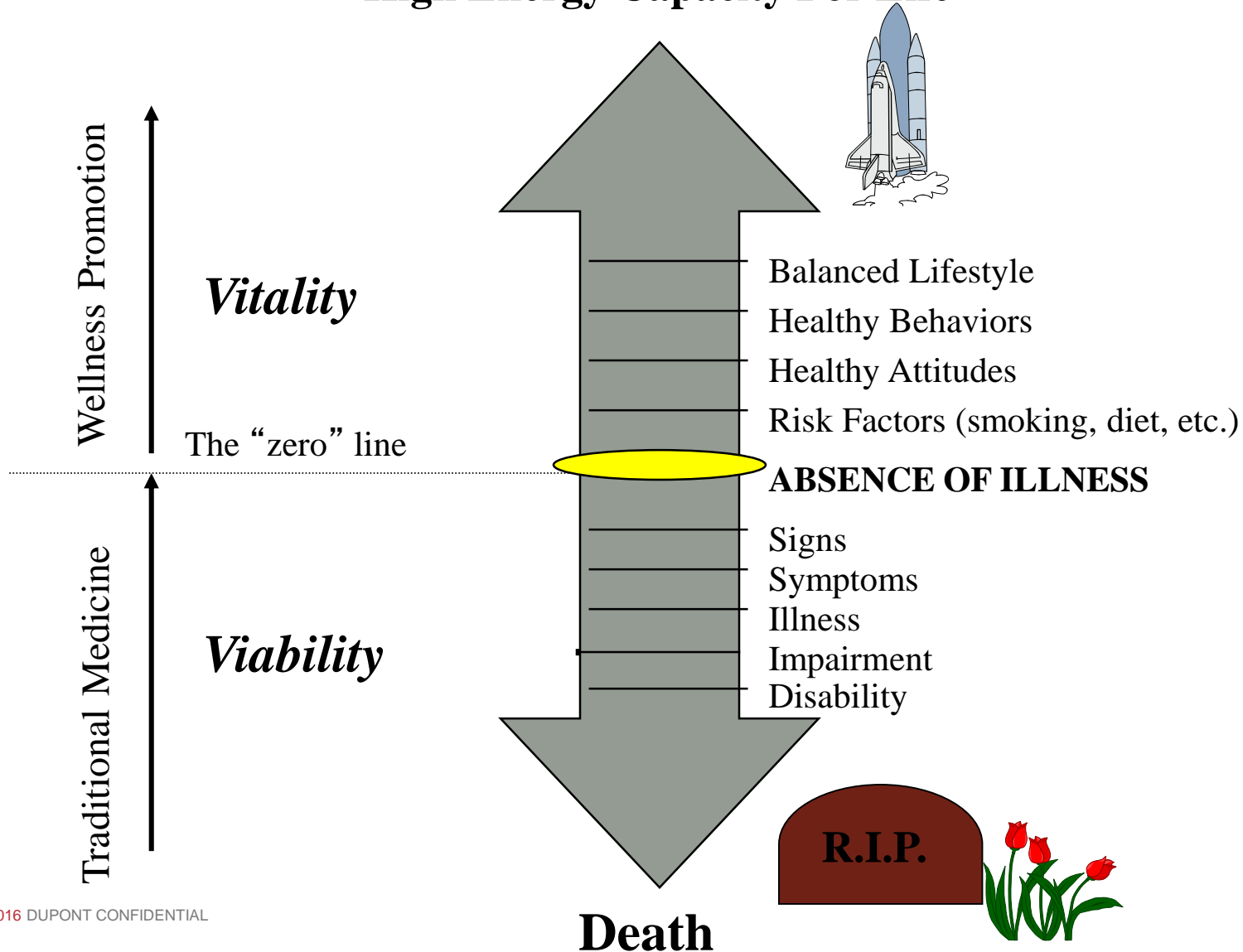


# **DUPONT EAP MISSION STATEMENT**

**To enhance the quality of life and performance of individuals, families and organizations by providing professional consultation to assist in problem prevention and resolution.**

# The Health Continuum

High Energy Capacity For Life



# DUPONT GLOBAL EAP CONTEXT

## EAP Scope

43 Countries

Employees/Dependents

Work/Life Balance

Individual/Marital/Family

Manager consultation

Work Group conflict

Crisis Response

## Business Challenges

Emotional Energy

Multiple Demands

Constant Change

Sense of Urgency

Collaborative Interaction

Leadership Support

Self Direction


# WORK-RELATED STRESSES

- Multi-cultural work teams
- Virtual work teams
- Bi-modal workforce (growing age range disparity)
- Job insecurity/Increasing internal & external competition
- Increasing work/productivity demands
- People treatment/ethics infractions
- Talent acquisition/retention
- Frequent travel/late night teleconferences
- 24/7 work cultures from technology innovations
- Shift work/forced overtime
- Less contact/support with supervision



# SOCIAL STRESSES

- Depression/Mood disorders on the increase (WHO)
- Global economic pressures
- Civil unrest/violence
- Political instability and tensions
- Rapid development of technology
- Global talent shortage = Expatriate demands
- Work/Family balance
- Age/Gender roles in workplace rapidly changing
- Population growth/access to food & education



# **EMPLOYEE ASSISTANCE PROGRAM DEVELOPMENT MODEL FOR EMERGING MARKETS**

# EAP FUTURE VISION FOR EMERGING MARKET AREAS

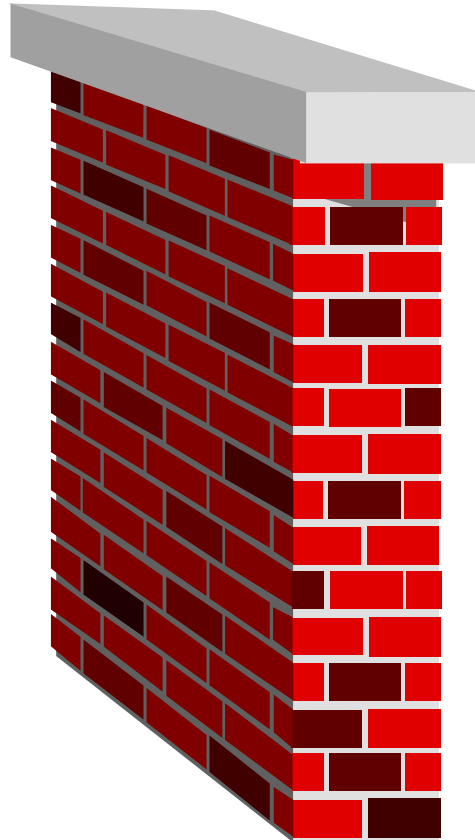
- Standard services and reporting
- Prevention focus with strong educational component
- Ongoing training for EAP providers via web and teleconferences
- Clear goals established with customer's business leaders using metrics and data driven practices
- Well defined relationships between EAP vendor, EAP network and local business leadership for optimal partnering
- Strong connection with OM and local MH providers
- WorkLife information services provided in local language(s)
- Multiple access and levels of service (f2f, phone, computer, etc.)

# CHALLENGES TO ACHIEVING VISION

- Customer has no in-house expertise and thus cannot assist in the clinical aspects of resource development
- Local business leadership unsure of business value & will delay ability of EAP to actively pursue these goals
- Challenges in locating adequately trained counselors
- Language translation of materials/reports
- Resistance from some in-country leadership
- Resistance from local EAP resources to accept reporting requirements, contracting process, training, supervision, etc.
- OM support for use of EAP resources vs community medical professionals or clinics

# BARRIERS

- **COST**
- **TIME**
- **LIMITED AVAILABILITY OF LOCAL MENTAL HEALTH RESOURCES**



- **RESISTANCE TO CORPORATE (AMERICAN) INFLUENCE**
- **RESISTANCE OF MANAGERS TO EAP CONCEPT**

## **EAP Development Steps – Personal (American perspective)**

Learn all you can about the culture you are going to work in. Learn their country's history, customs, key phrases, social expectations (including time boundaries), religious practices, dress code and business meeting protocols (including the expectations about relationship building).

Explore your own beliefs and prejudices. Know your strengths and weaknesses (are you adventurous about food, are you open to different religious beliefs, can you adapt to new social customs, etc.)

Commit to adapting your expectations and behavior to those of your host country. Don't act like "a big, ugly American."

Be prepared to feel stupid – a lot! You never know when you'll meet your next teacher, but you'll need to meet a lot of them.



## **EAP Development Steps – Program**

**Find a champion at corporate, regional and/or local levels.**

**Identify the key business driver (stress, retention, engagement, regulation, etc.).**

**Identify the key stakeholders/customers.**

**Design a voice-of-customer survey (needs assessment) to test current understanding, interest, value and support for EAP.**


**Conduct the VOC survey (needs assessment) and use the results to design the goals of your first visit.**

**Visit the location, build out the basic program, identify local resources, establish accountability (local leaders, EAP advisory committee, labor union, etc.), set schedule for additional development (training, more resources, etc.).**

**Assist in contracting process and guide the site in how to create key Scope of Work elements, auditing processes, quality control functions, communication plan, etc.**

**If necessary, make additional visits as needed to train vendor(s) in key program aspects until they can meet your minimum standards.**

**Launch the program. You're done!**



# **CULTURAL ASPECTS OF AN EMPLOYEE ASSISTANCE PROGRAM NEEDS ASSESSMENT**





# EXAMPLES OF CULTURAL DISTINCTIONS

- **Relationships** – establishing a personal relationship prior to conducting business is a key expectation in MANY countries outside the US. All regions of the world have this expectation to a greater degree than we have in the US, but it is most significant in Asia.
- **Patience/Time Boundaries** – time is NOT money in many countries. The reality is that many cultures have a long-term view of life and specific time commitments are very rarely taken literally. Patience is needed as well as respect for the cultural practices impacting time when Americans work in other countries.
- **Hierarchy** – many cultures are hierarchical in nature. Confucianism in Asia gives a ranking to every person in society. Some European countries give great deference to a persons educational status, government level, etc. Status may be acquired through age, job, marriage, wealth, education, etc.
- **Social graces (manners)** – leave American informality and directness in the US. Business and personal etiquette in most cultures outside the US and Canada is formal. Control emotions, speak with a respectful attitude, maintain formality until invited by your new colleagues to do otherwise.
- **Communication style** – Americans are uncomfortable with silence. Many other cultures highly value silence (e.g., Japan, China, Malaysia, etc.). “Table tennis vs. bowling.”

# EXAMPLES OF CULTURAL DISTINCTIONS

- **Food and dining** – there are very specific expectations for when to toast, when to drink, the seating of guests and host, use of utensils, sharing of food, etc. As stated earlier, follow formal manners and avoid informality unless invited to be casual by your host. Even then, some behaviors can be seen as rude or insulting (e.g., eating with left hand in India, exposing the soles of your shoes or feet in the Middle East, etc.). Learn the customs of eating and socializing in each country you will visit prior to going, then follow them.
- **Gender/Age roles** – although many western ideas and customs are gaining popularity in other countries it is still safe to say that gender and age can play a large part in any business meeting. Know the current practices of the country you will visit and respect that cultures norms.
- **Holidays** – all cultures have important holidays when family is the focus. Avoid travel to countries around these times. It is also important to know of the key holidays and send appropriate well wishes to your new partners or colleagues at these times.

# EXAMPLES OF CULTURAL DISTINCTIONS

- **Face** – unique to Asia this is a complex system of maintaining respect, harmony, and functionality in society at both the individual and collective levels. It is a concept that influences the communication style of many Asian people. Face is difficult for Westerners to understand: the closest equivalent is maintaining dignity and not causing embarrassment to others and yourself. Face is something to be maintained, not just “saved.”
- **Yes/No** – in Asia and Latin America (e.g., Mexico, Japan) people will be reluctant to say “no” as it may seem rude or they do not wish to disappoint you. It is simply too direct and offensive. “Yes”, however, does not necessarily mean agreement. It may only mean “I heard you; I am thinking; I’m ashamed to admit that I don’t understand you; or, the answer is no, but I can’t tell you.” Only “yes” followed by confirming details really means agreement. When possible try to avoid direct yes/no questions.

## Avoid “Negative” Questions

There is a difference between English and Chinese for answering negative questions.

Example: Won't you go?

English: Yes, I will. No, I won't.

Chinese: Yes (your statement is correct), I won't go. No (your statement is incorrect), I will go.

## Use “Positive” Questions

There is no confusion between English and Chinese for answering positive questions.

Example: Will you go?

English: Yes, I will. No, I won't.

Chinese: Yes (your statement is correct), I will go. No (your statement is incorrect), I won't go.

# EAP NEEDS ANALYSIS (VOC) COMPONENTS

## EMPLOYEE NEEDS ASSESSMENT

- Work/Family stressors
- Workplace/Work pace
- Gender roles
- Primary cultural concerns e.g., safety, security, education quality, commuting
- Child/Elder care concerns and cost
- Prevalence of substance abuse
- Relationships at work and home
- Labor/Management relations
- Access/Quality issues for health care
- Stigma of mental health concerns and treatment
- Individual experience of mental health problems (spiritual vs. medical)



# EAP NEEDS ANALYSIS (VOC) COMPONENTS

## BUSINESS NEEDS ASSESSMENT

- Service on demand – does your customer expect immediate access and response?
- Multiple Locations – will the EAP need to service multiple locations in the host country?
- Change Management – is the business experiencing rapid change due to M&A activity, organic growth, reductions in force, etc.?
- Cultural Sensitivity – are multiple cultures involved in the workplace?
- Collaborative Interaction- is this EAP expected to be “one step removed” or will there be frequent collaboration?
- Leadership in MH Issues – is EAP expected to play a strategic role in MH issues at work or simply be a referral service?
- Management Consultant – will consultancy be expected for leaders in the business?

# EAP NEEDS ANALYSIS (VOC) COMPONENTS

## RESOURCE SELECTION ISSUES

- Education/Training – what is the level of formal education in mental health related degrees available in host country?
- National Credentialing – is there any form of government credential for mental health professionals? Certification?
- Professional Orientation – government service, private practice, hospital based, etc.
- Clinical Supervision – is clinical supervision available to professionals in an EAP setting? Is it practiced in the host country?
- Auditing – will clinical records be available for quality control audits? Will you require translations?
- Access – is access available at an acceptable level? Is it negotiable?
- Turnover (esp. expats) – will there be a promise of stable staffing or is this type of job one that experiences a lot of “churn?”





# COMMON TRAINING NEEDS OF MENTAL HEALTH PROFESSIONALS IN EMERGING EAP MARKETS

- Work focused approach (e.g., consideration of the “2 client concept”)
- Brief therapy/Problem focused training
- Informed consent/Confidentiality guidelines for your customer/company
- Record creation and retention guidelines
- Metric collection/Reporting
- Fitness for Duty evaluation
- Safety sensitive case management/Psychiatric case management
- Expatriate support
- EAP marketing/Advocacy
- Management consultation (conflict resolution, change management, etc.)
- Crisis response



# For Better Understanding in Mixed Language Meetings

Be deliberate with your speech

Slow down speech slightly

Try to avoid acronyms and slang phrases

Be patient in listening

If necessary,

- ask follow-up questions
- rephrase questions
- ask for definition of a word or phrase



# NETWORKS FOR RESOURCE IDENTIFICATION

- World Psychiatric Association – [www.worldpsychiatricassociation.org](http://www.worldpsychiatricassociation.org)
- American Psychiatric Association – [www.psych.org](http://www.psych.org)
- EAPA – [www.eapassn.org](http://www.eapassn.org)
- Multinational EAP Directors (EAR) – [www.ea-roundtable.org](http://www.ea-roundtable.org)
- Local Embassy Medical Staff – [www.usembassy.gov](http://www.usembassy.gov)
- Expatriate Employee Groups – check with your company/client
- Health Ministry Officials – search “health ministry” for each country
- WHO office of Occupational Psychology – [www.who.int](http://www.who.int)
- Local/Regional HR Organizations – [www.shrm.org](http://www.shrm.org)

# Confusion





*The miracles of science™*