

Developing Management Skills

Chapter 2: Managing Personal Stress

Learning Objectives

- Adopt strategies for eliminating stressors
- Enhance level of personal resilience
- Utilize appropriate temporary coping responses

Management of Stress and Time

- Costs US economy \$500 billion annually
- Stress related problems at work include:
 - Absenteeism
 - Turnover
 - Job Dissatisfaction
 - Accidents
 - Physical Health of Employees

The Role of Management

Ineffective
Management



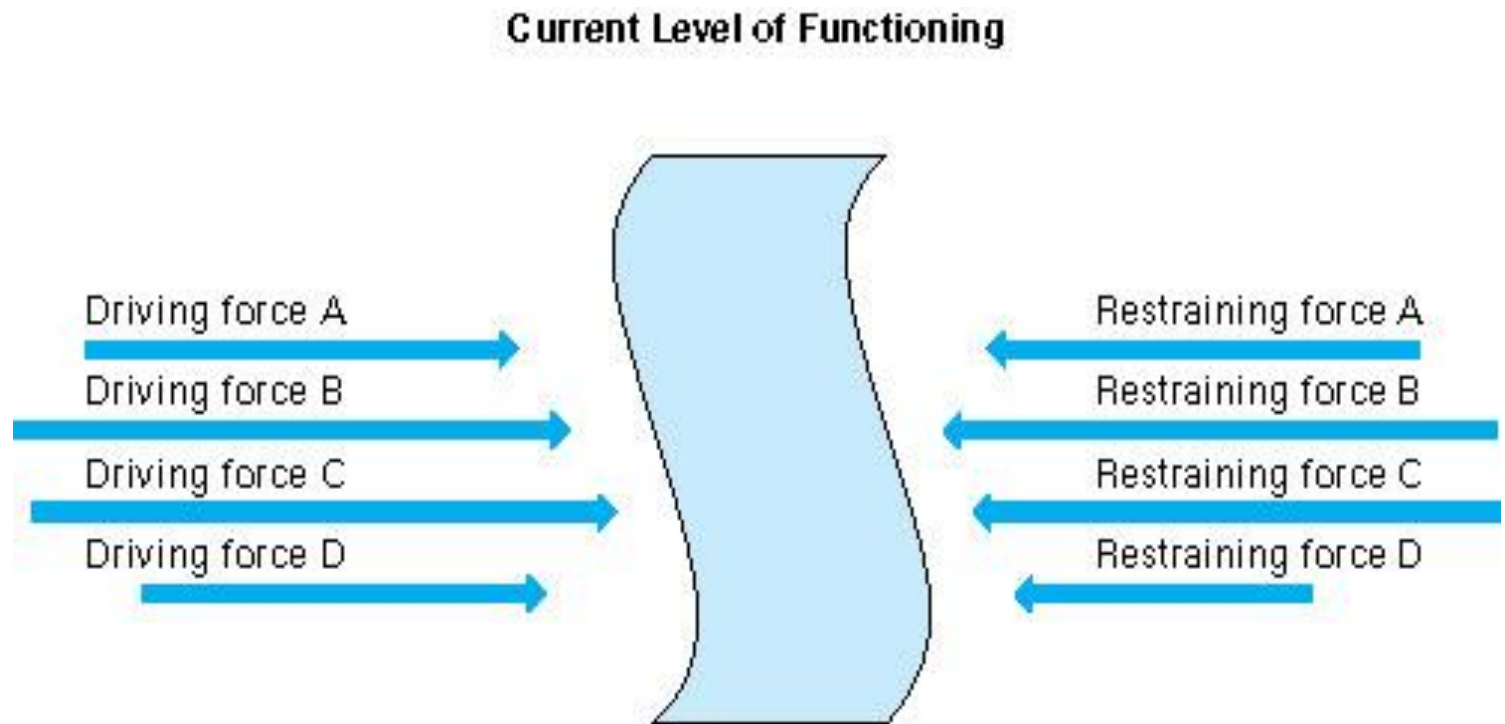
Employee
Stress

Employee
Stress



Ineffective
Management

Lewin's Force Field



Three Stages of Reactions to Stress

Stage 1) Alarm: increase in anxiety, fear, sorrow or loss.

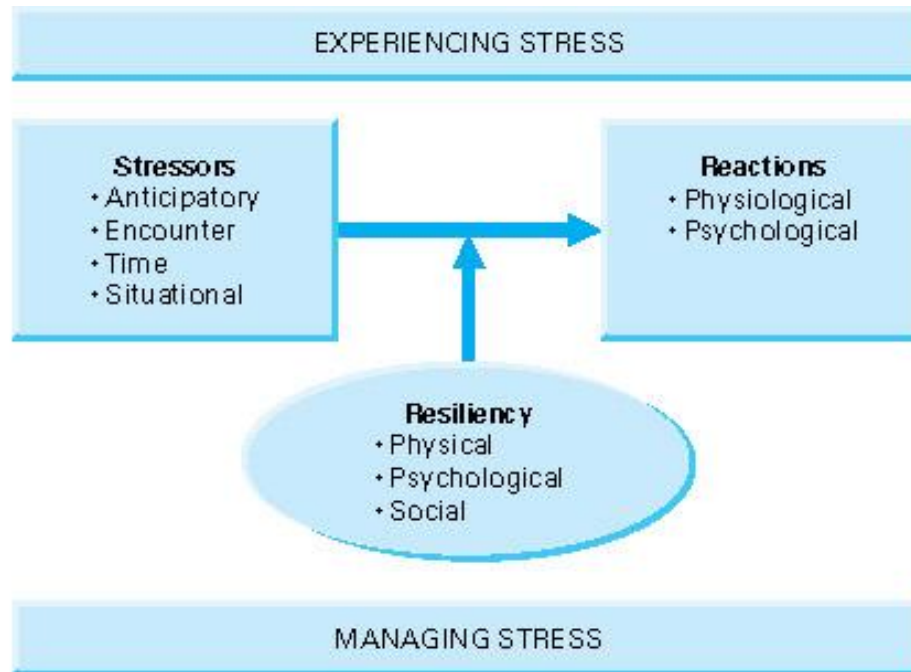
Stage 2) Resistance: attempt to control stress using defense mechanism.

Stage 3) Exhaustion: stop trying to defend against stress.

Stress Defense Mechanisms

1. Aggression
2. Regression
3. Repression
4. Withdrawal
5. Fixation

A General Model of Stress



	Enactive Strategies	Proactive Strategies	Reactive Strategies
Purpose	Eliminate stressors	Develop resiliency strategies	Learn temporary coping mechanisms
Effects	Permanent	Long term	Short term
Approach	Enactive	Proactive	Reactive
Time Required	Long time	Moderate time	Immediate

Managing Stress

A Hierarchy of Approaches

Enactive Strategies: Eliminate stressors

Proactive Strategies: Develop resiliency strategies

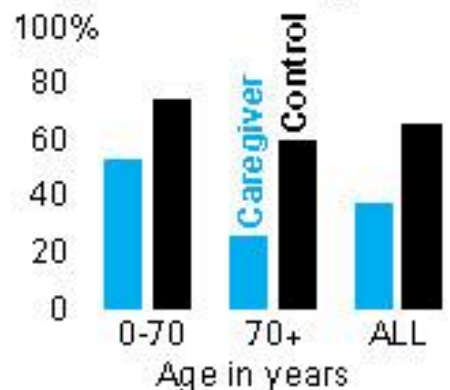
Reactive Strategies: Learn temporary coping strategies

Physiological Consequences of Stress

Immune Response

People who care for spouses with dementia didn't respond to a flu vaccine as well as a control group.

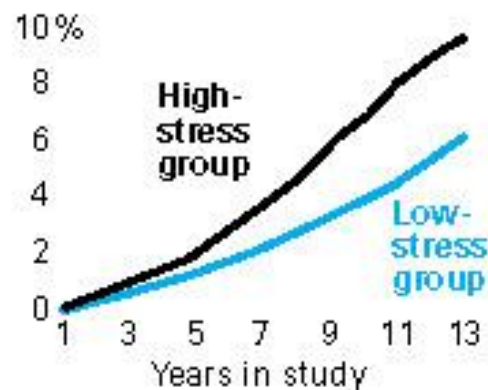
People with Full Response[#]



Coronary Disease

Men who said they were highly stressed were more likely to have heart attacks and strokes.

Heart-Disease Incidence[†]



Viral Infection

The chances of catching a cold increased the longer people experience work or interpersonal stress.

Relative Risk of a Cold



[#]Percent with a fourfold antibody resistance.

[†]Cumulative annual incidence.

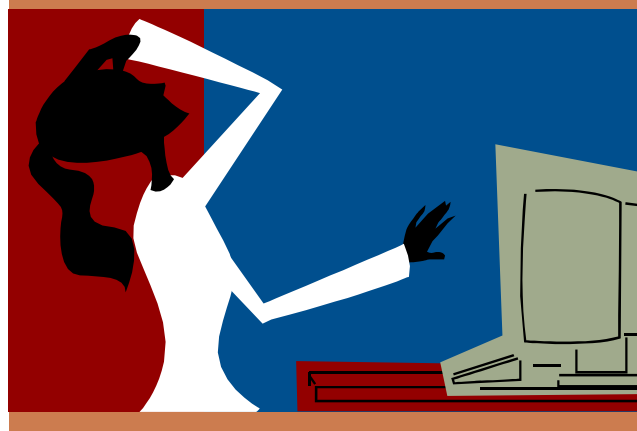
Sources: "Chronic stress alters the immune response to influenza virus vaccine in older adults."

"Self-perceived psychological stress and incidence of coronary artery disease in middle-aged men."

"Types of stressors that increase susceptibility to the common cold in healthy adults."

Four Sources of Stress

1. Time Stressors
2. Encounter Stressors
3. Situational Stressors
4. Anticipatory Stressors



Types of Stressors

- Time Stressors
 - Work overload
 - Lack of control
- Encounter Stressors
 - Role conflicts
 - Issue conflicts
 - Action conflicts

Types of Stressors

- Situational Stressors
 - Unfavorable working conditions
 - Rapid change
- Anticipatory Stressors
 - Unpleasant expectations
 - Fear

Eliminating Stressors

Table 2.3 Management Strategies for Eliminating Stressors

TYPE OF STRESSOR	ELIMINATION STRATEGY
Time	Effective time management Efficient time management Delegating
Encounter	Collaboration and team building Emotional intelligence
Situational	Work redesign
Anticipatory	Goal setting Small wins

Effective Time Management

1. Spending time on important matters
2. Distinguishing between important tasks versus urgent tasks
3. Focus on results rather than methods
4. Not feeling guilty when saying “no”

Types of Activities that Determine Time Use

		URGENCY	
		High	Low
IMPORTANCE	High	1 Crises Customer complaints	3 Developmental opportunities Innovating Planning
	Low	2 Mail Ringing telephone Unscheduled interruptions	4 Escapes Routines Arguments

Efficient Time Management

40 Techniques for Time Management

- 20 apply to all aspects of life
- 20 apply to management

Collaboration

Eliminating encounter stress through membership in a stable, close-knit group or community.

Emotional Bank Accounts

A metaphor which compares investments in relationships to deposits and withdrawals in bank accounts. The more people interact positively, the more deposits are made.

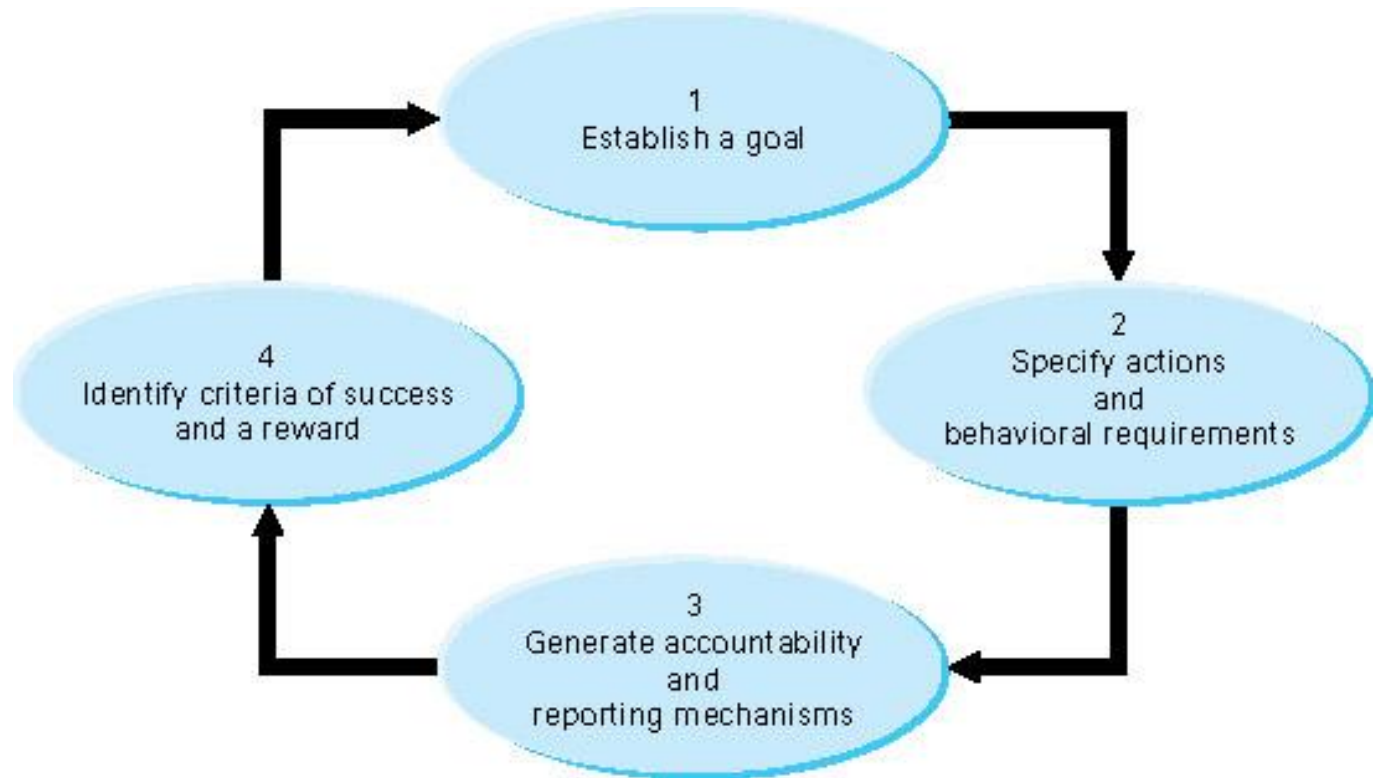
Four Dimensions of Social Intelligence

1. An accurate perception of other's emotional and behavioral responses.
2. The ability to cognitively and emotionally relate to the responses of others.
3. Social knowledge
4. Social problem solving

Work Redesign

- Effectively eliminating stress and increasing productivity by changing aspects of work.
- To eliminate stressors at work:
 - combine tasks
 - form identifiable work units
 - establish customer relationships
 - increase decision-making authority
 - open feedback channels

Eliminating Anticipatory Stressors through Goal Setting



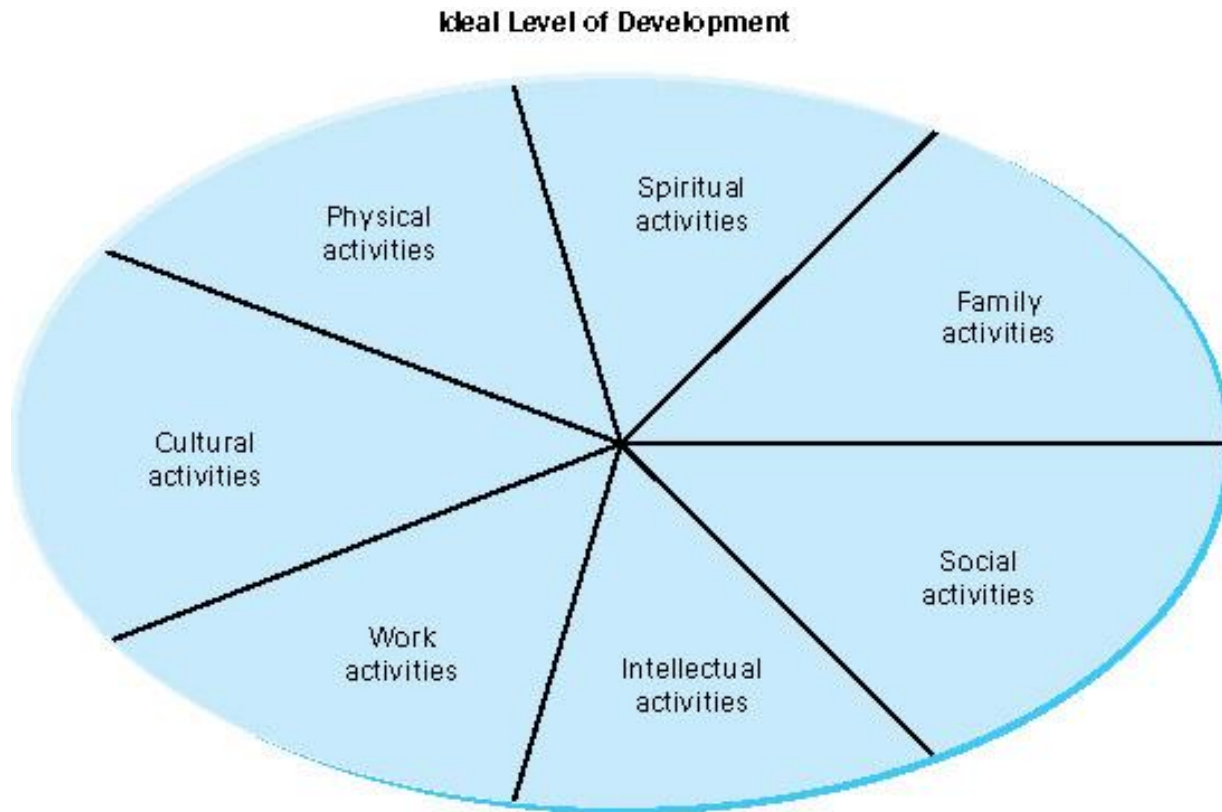
Small Wins Strategy

- Identify something under your control
- Change it in a way that leads toward desired goal
- Find another small thing to change and change it
- Keep track of changes made
- Maintain the small gains made through change

Resiliency

The capacity to withstand or manage the negative effects of stress, to bounce back from adversity, and endure difficult situations.

Balancing Life Activities



Resiliency: Moderating the Effects of Stress

Physiological Resiliency	Psychological Resiliency	Social Resiliency
<ul style="list-style-type: none">• Cardiovascular conditioning• Proper diet	<ul style="list-style-type: none">• Balanced lifestyle• Hardy personality• Small-wins strategy	<ul style="list-style-type: none">• Supportive social relations• Mentors• Teamwork

Benefits of Regular Exercise

1. Maintaining optimal weight
2. Increasing psychological well being
3. Improving the cardiovascular system



You Are What You Eat!

- Eat a variety of foods
- Maintain optimal weight
- Reduce fat intake
- Eat more whole foods
- Reduce sugar and sodium intake
- Avoid alcohol and caffeine
- Take vitamins and supplements
- Make eating a relaxing time



Hardiness

- Exert control over aspects of your life
- Get involved; become committed to a cause
- See change as a new challenge, not as a threat

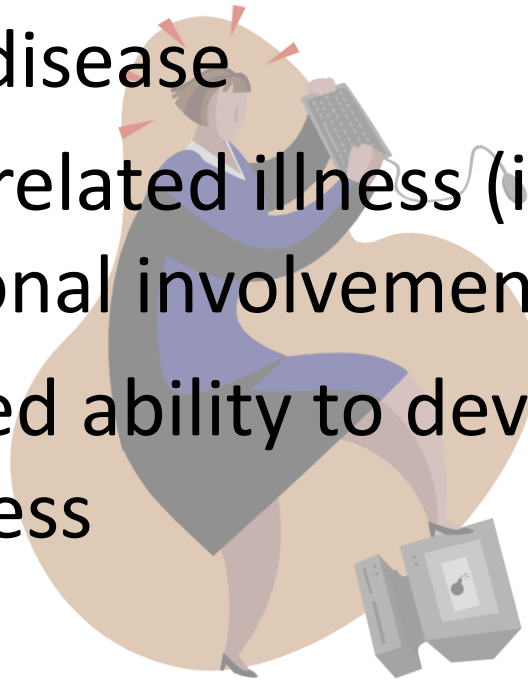


Type A Personality

- Extreme competitiveness
- Strong desires for achievement
- Haste
- Impatience
- Restlessness
- Hyperalertness
- Explosiveness of speech

Negative Effects of Type A Personality

- Heart disease
- Stress related illness (i.e. low emotional involvement)
- Reduced ability to develop hardiness



Antidotes for Type A's

- Small wins strategy
- Deep-relaxation strategies
 - meditation
 - yoga
 - self-hypnosis
 - biofeedback

Temporary Stress Reduction Techniques

- Physiological Techniques
 - Muscle relaxation
 - Deep breathing
- Psychological Techniques
 - Imagery and fantasy
 - Rehearsal
 - Reframing



Behavioral Guidelines


- Use time effectively by basing your time management program on a personal mission statement
- Build collaborative relationships with individuals based on trust
- Work to improve your emotional intelligence
- Redesign your work to increase skill variety, importance, task identity, autonomy, and feedback

Behavioral Guidelines

- Give important activities priority over urgent ones
- Increase your resiliency by leading a balanced life
- Increase physical resiliency by engaging in regular exercise and healthy eating
- Increase psychological resiliency through a small-wins strategy
- Learn and practice a deep-relaxation technique

Behavioral Guidelines

- Increase social resiliency by forming an open, trusting relationship with at least one other person
- Establish a teamwork relationship with your coworkers
- Learn and practice at least two short-term relaxation techniques



This work is protected by United States copyright laws and is provided solely for the use of instructors in teaching their courses and assessing student learning. Dissemination or sale of any part of this work (including on the World Wide Web) will destroy the integrity of the work and is not permitted. The work and materials from it should never be made available to students except by instructors using the accompanying text in their classes. All recipients of this work are expected to abide by these restrictions and to honor the intended pedagogical purposes and the needs of other instructors who rely on these materials.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of the publisher. Printed in the United States of America.

**Copyright ©2011 Pearson Education, Inc. publishing as
Prentice Hall**