

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



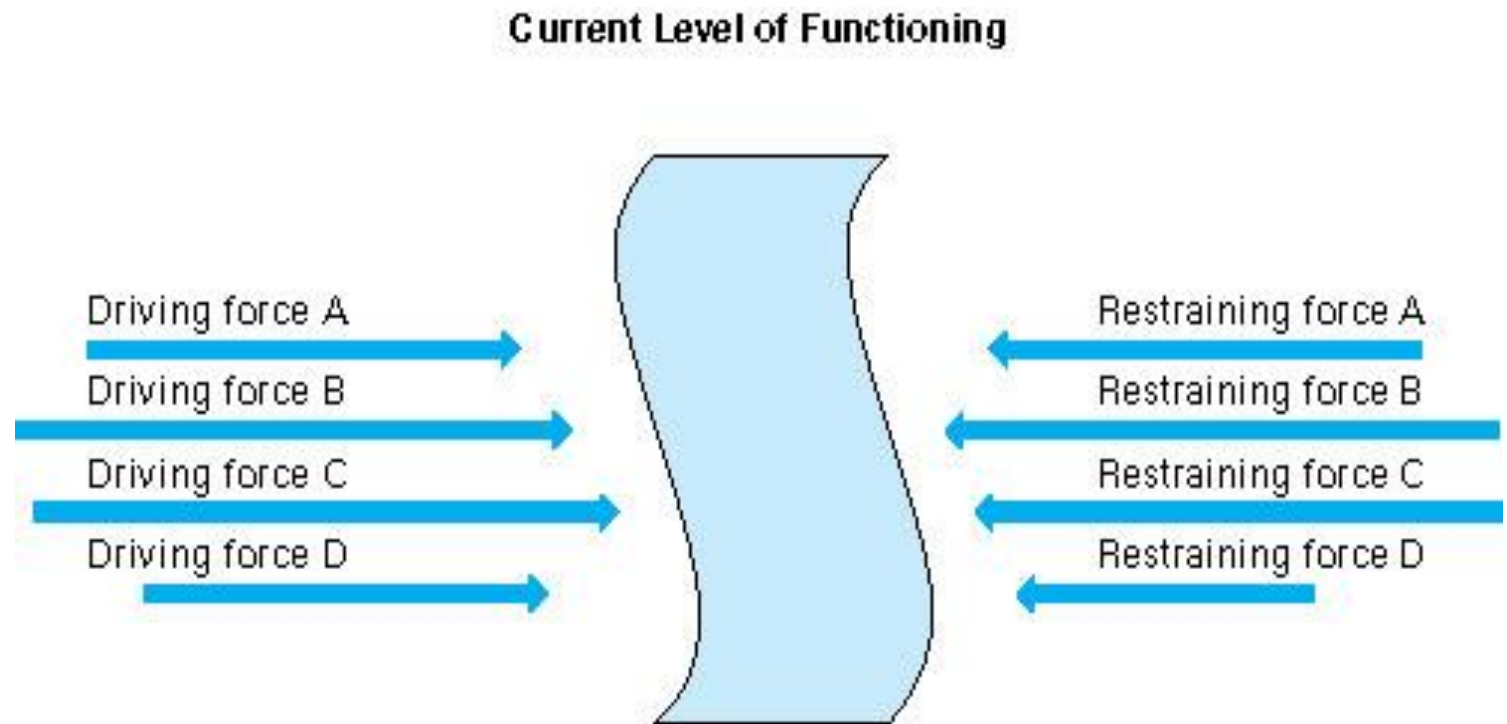
Employee
Stress

Employee
Stress



Ineffective
Management

Lewin's Force Field



Three Stages of Reactions to Stress

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

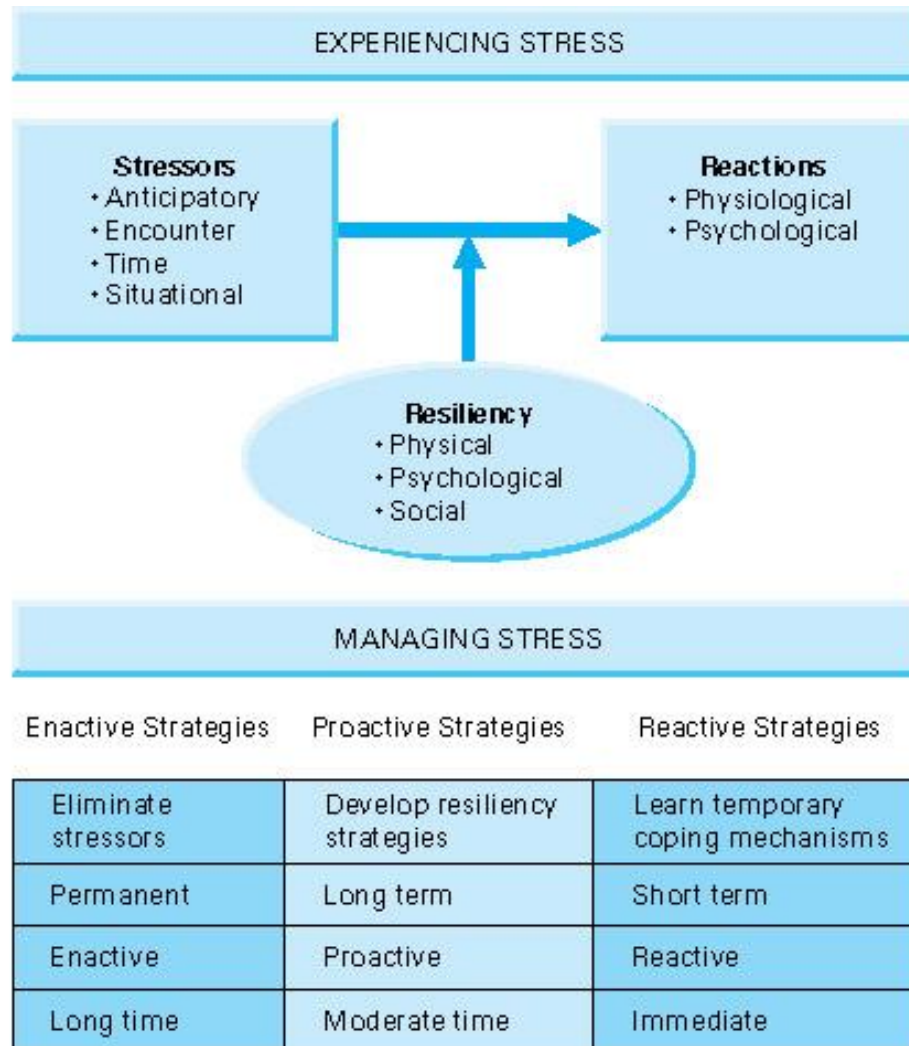
Stage 2) Resistance: attempt to control stress using defense mechanism.

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



Managing Stress

A Hierarchy of Approaches

Enactive Strategies: Eliminate stressors

Proactive Strategies: Develop resiliency strategies

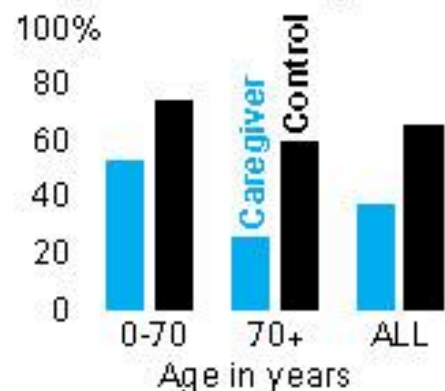
Reactive Strategies: Learn temporary coping strategies

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.

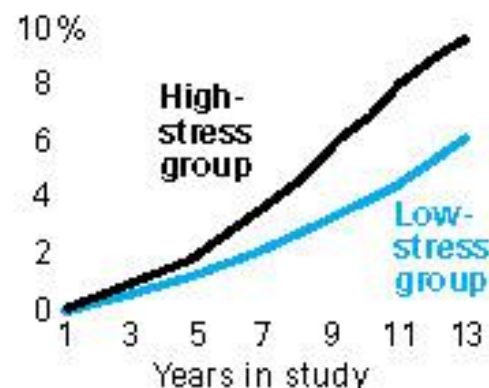
People with Full Response[‡]



Coronary Disease

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

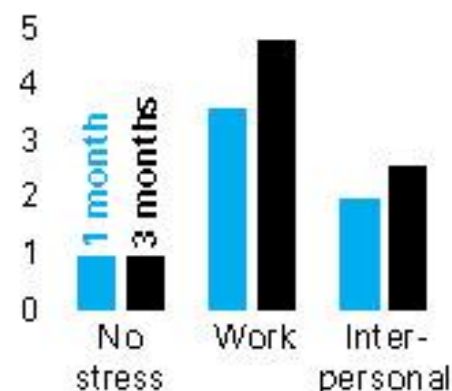
Heart-Disease Incidence[†]



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

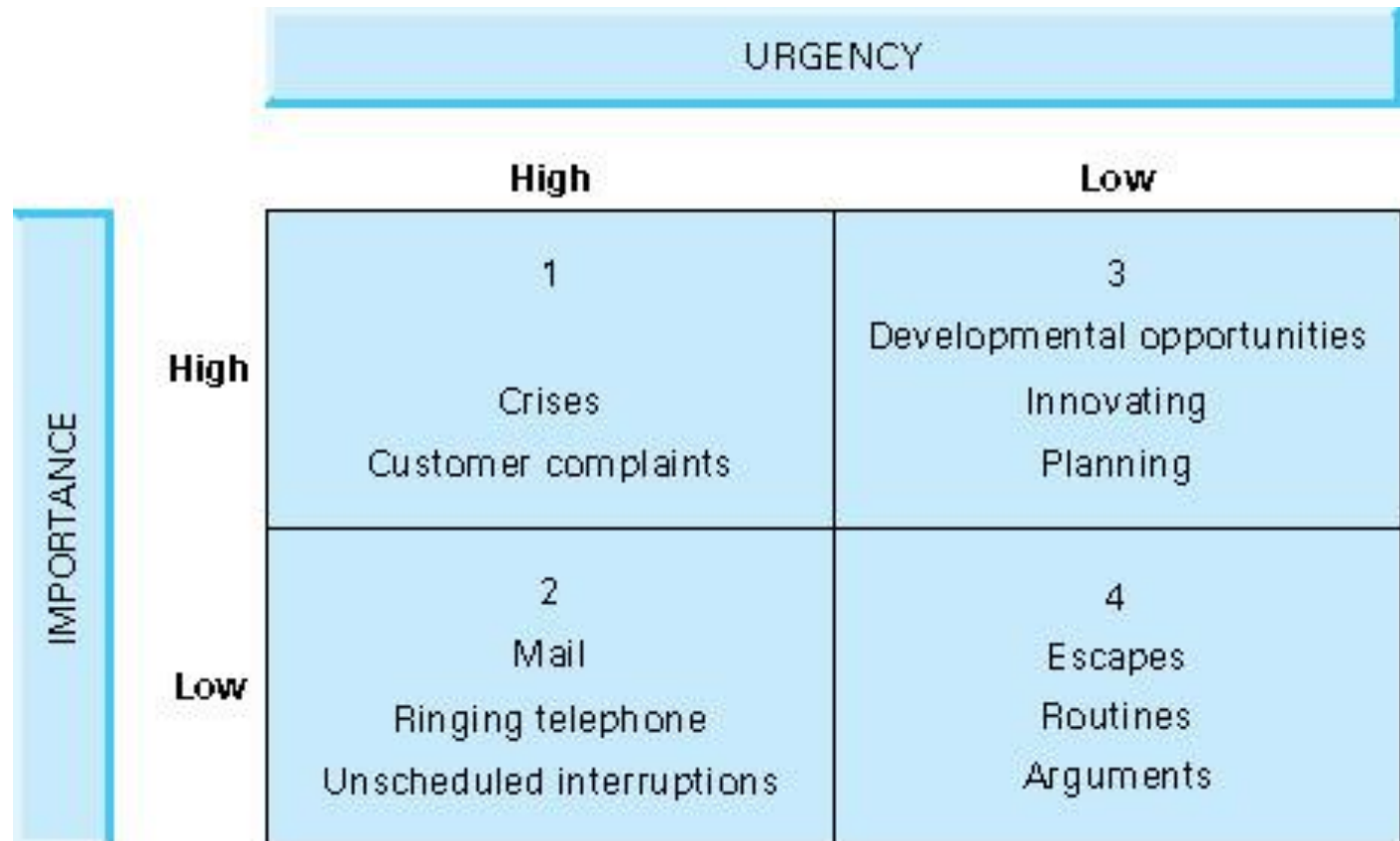
Table 2.3 Management Strategies for Eliminating Stressors

| 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



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, closely-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, the more deposits are made.

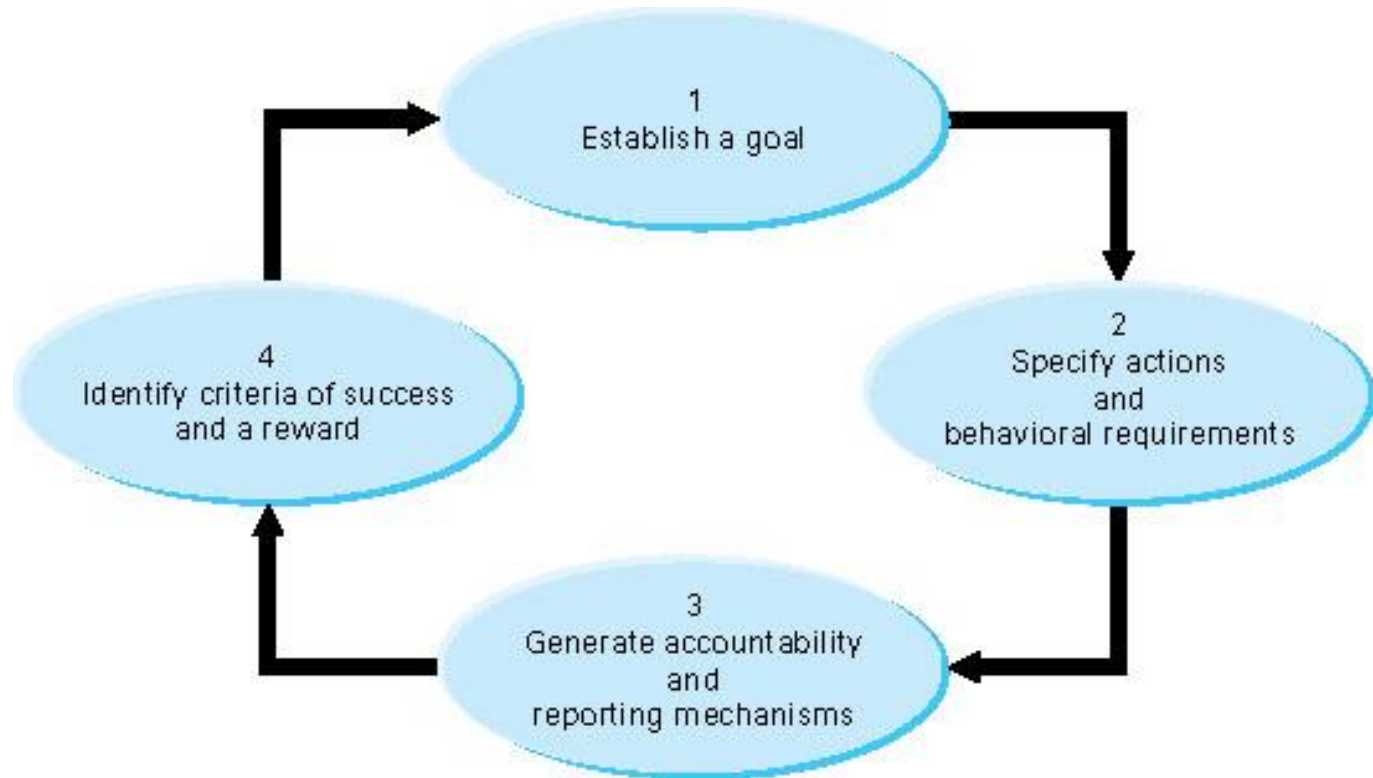
Four Dimensions of Social Intelligence

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



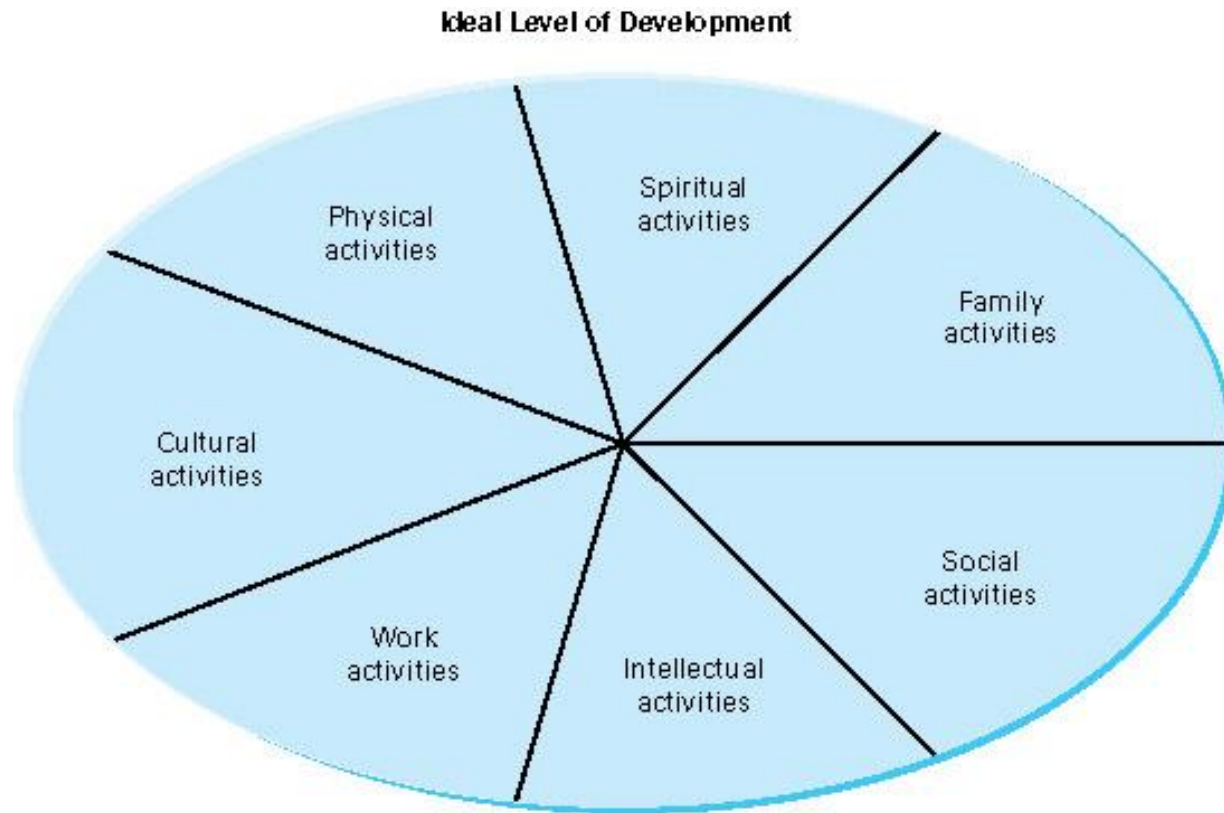
Small Wins Strategy

- 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

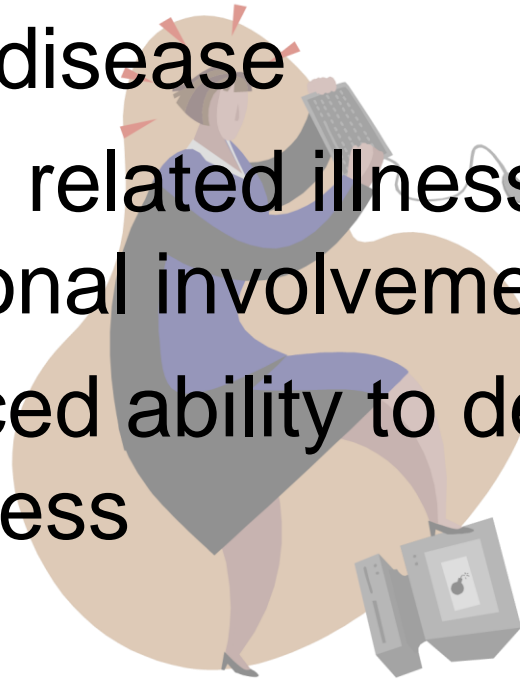
- Take control of your life
- Get involved, become committed to a cause
- See change as a new challenge, not as a threat

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

