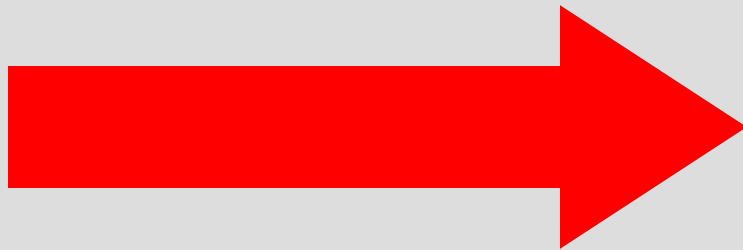


Stress and Wellbeing

Who Wants to Get Rid of All the Stress in Your Life?

Only One Group of People Have No Stress



Striking for Stress at Verizon



Issues:

- Constant monitoring
- Promised training – didn't happen
- Pressure to sell to every customer
- Call center perceived as a “gold-plated” sweatshop



Exploring Behavior in Action



Striking for Stress at Verizon



Settlement changes:

- Advanced notification of monitoring
- Monitoring only during regular hours
- Face-to-face feedback
- Permission to be away for 30 minutes
- Formation of a committee
- Funding for work-family support programs
- Team vs. individual performance measures
- Split shifts and job sharing
- Limits on overtime



Exploring Behavior in Action



Strategic Importance of Workplace Stress



26-40% of Americans find their work to be very or extremely stressful.



Northwestern Mutual®

25% of people believe their jobs are the most stressful part of their lives

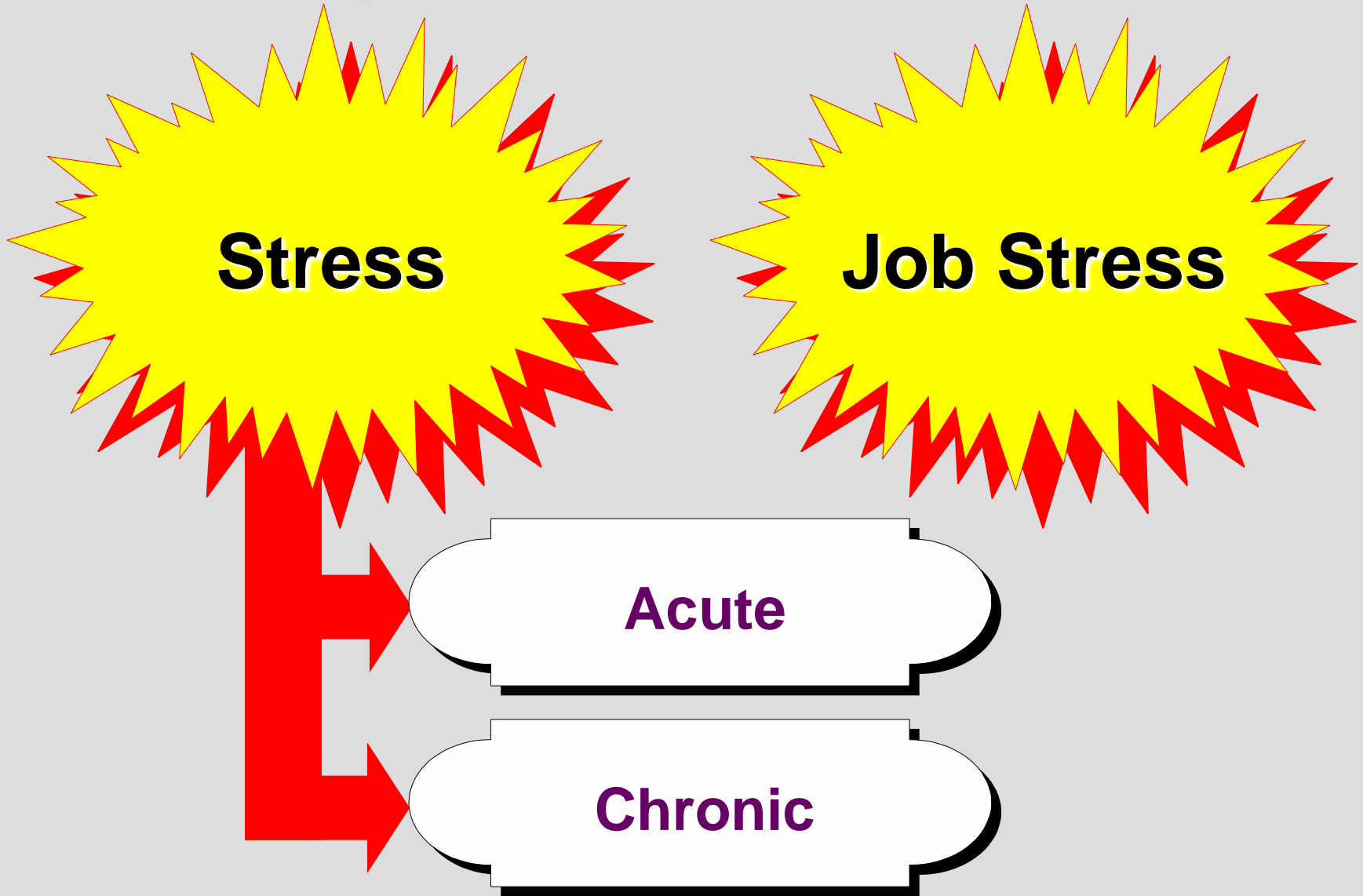


35% of respondents – somewhat or completely dissatisfied with job-related stress

Knowledge Objectives

1. Define stress and distinguish among different types of stress.
2. Understand how the human body reacts to stress and be able to identify the signs of suffering from too much stress.
3. Describe two important models of workplace stress and discuss the most common work-related stressors.
4. Recognize how people experience stress.
5. Explain the individual and organizational consequences of stress.
6. Discuss methods that associates, managers, and organizations can use to manage stress and promote well-being.

Workplace Stress Defined



Uneasiness
and Worry

Feelings of
Sadness

Loss of
Appetite

Increase in
Energy

Immune System
Suppression

Alertness and
Excitement

Acute

Increased
Metabolism

Loss of
Sex Drive

Chronic

Anxiety and
Panic Attacks

High Blood
Pressure

Irritability

Depression

Diabetes

Lowered
Resistance

Eating
Disturbances

Stress Response

An unconscious mobilization of energy resources that occurs when the body encounters a stressor.



Key Definitions



Hans Selye

Stressor – environmental conditions that cause individuals to experience stress

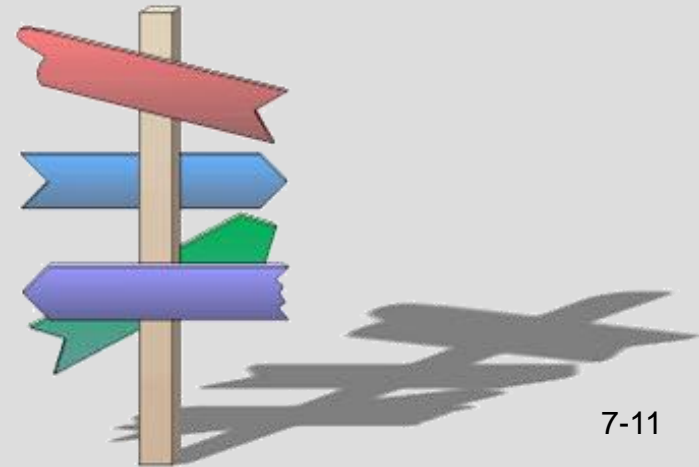
Eustress – positive stress that results from meeting challenges and difficulties with the expectation of achievement

Dystress – negative stress; often referred to simply as stress. Often results in overload.

Job strain – function of workplace demands and the control an individual has in meeting those demands.

Signs of Stress

1. You feel irritable.
2. You have sleeping difficulties.
3. You do not get any joy out of life.
4. Your appetite is disturbed.
5. You have relationship problems and have a difficult time getting along with people.

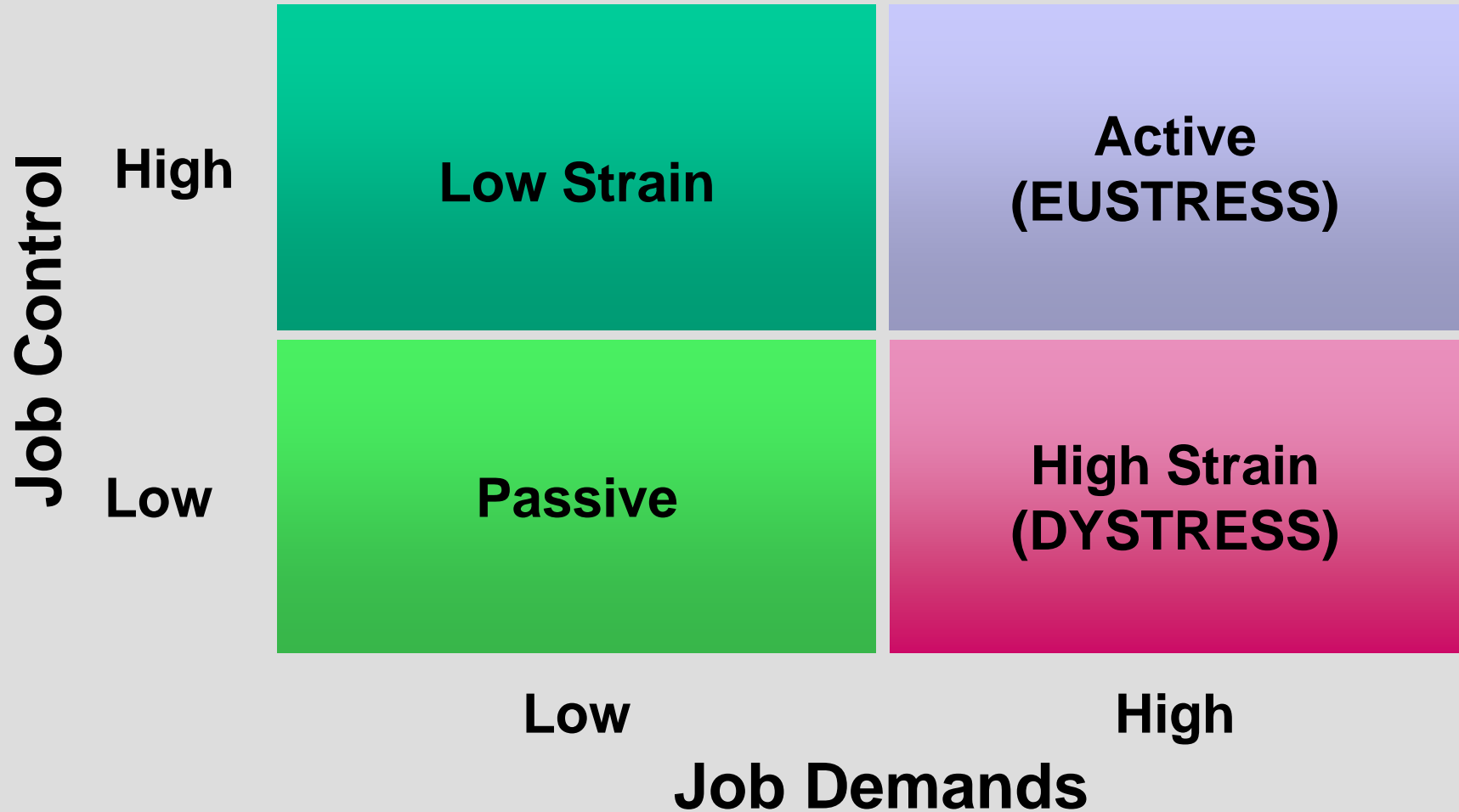


Two Models of Workplace Stress

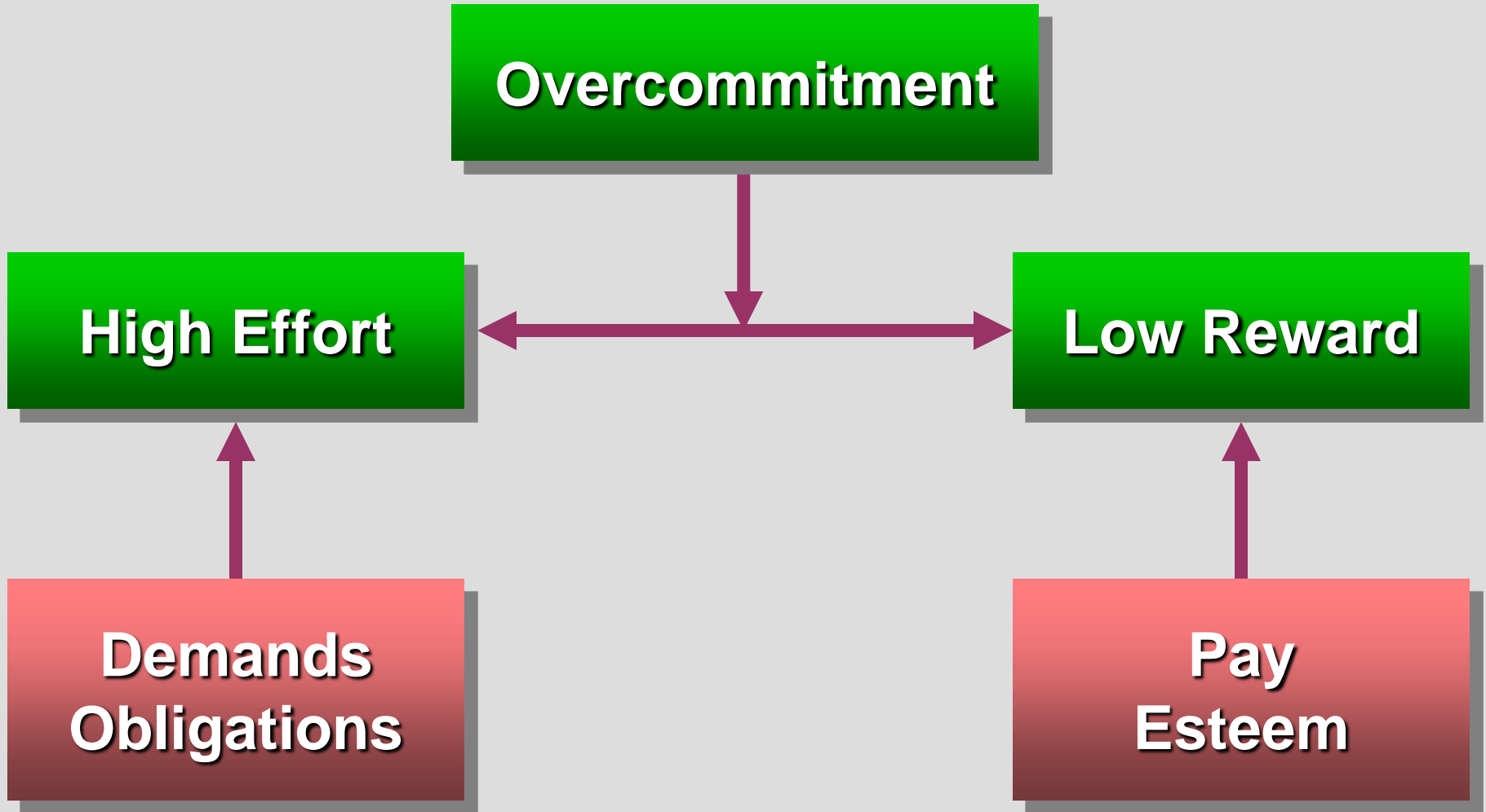
**Demand-Control
Model**

**Effort-Reward
Imbalance
Model**

Demand-Control Model



Effort-Reward Imbalance Model



Adapted from Exhibit 7-3: The Effort-Reward Imbalance Model of Workplace Stress

Role Conflict



A situation in which different roles lead to conflicting expectations



Restoring and Maintaining Work-Life Balance

- Focus on what is truly important.
- Take advantage of work-related options.
- Protect non-work time.
- Manage your personal time.
- Set aside specific time each week for recreation.

Thoughts?





**Role
Ambiguity**



**Work
Overload**



Occupation



**Job
Security**

**Work-Related
Stressors**



**Resource
Inadequacy**



Monitoring



**Management
Style**



**Working
Conditions**

**Type A vs.
Type B
Personality**

Gender

**Individual
Influences on
Experiencing
Stress**

Self-Esteem

Hardiness

Extreme Jobs



Goldman
Sachs



Experiencing
Strategic OB

Booz | Allen | Hamilton

- What are your thoughts on working 60 or more hours a week?
- Do you think you could like a job that much to put in the extra time?
- Do you think everyone who works these kinds of hours is a “workaholic”?
- How does work-life balance fit here?
- Why do you think the gender difference still persists?

Consequences of Stress

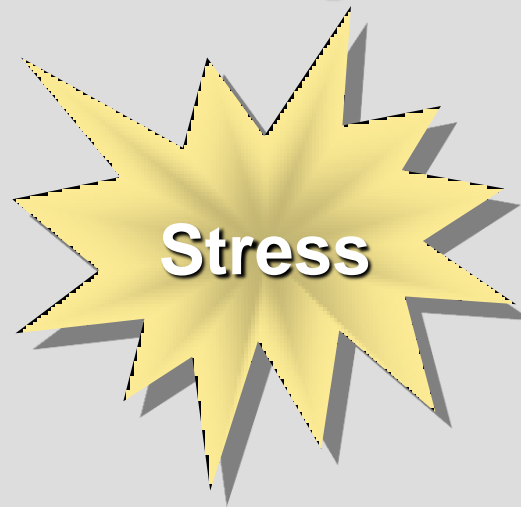
Individual

Organizational

Individual Consequences of Stress

Psychological

- Anxiety
- Depression
- Low self-esteem
- Sleeplessness
- Frustration
- Family problems
- Burnout



Behavioral

- Excessive smoking
- Substance abuse
- Accident proneness
- Appetite disorders
- Violence

Physiological

- High blood pressure
- Muscle tension
- Headaches
- Ulcers, skin diseases
- Impaired immune systems
- Musculoskeletal disorders
- Heart disease
- Cancer

Organizational Consequences of Stress

Estimated cost to American industry of job stress \$200 billion per year

- Absenteeism
- Diminished productivity
- Compensation claims
- Health insurance
- Direct medical expenses

Some perspective:

- Total U.S. corporate profits in 2006 – \$897.6 billion
- Entire U.S. gross domestic product (the market value of the nation's goods and services) was approximately \$13,246 billion in 2006



Individual Stress Management

- Find jobs that provide a personally acceptable balance between demands and control and between effort required and rewards.
- Redesign a dysfunctional job.
- Follow the tactics presented in the *Managerial Advice* feature.
- Develop healthy ways of coping.

Exercise

Proper Diet

Support
Network

Relaxation
Techniques

Individual Stress Management

- Exercise regularly
- Practice healthy habits
- Be realistic
- Use systematic relaxation
- Meditate
- Develop and use planning skills
- Simplify your life – Delegate
- Take one thing at a time
- Avoid unnecessary competition
- Recognize and accept personal limits
- Develop social support networks
- Focus on enjoying what you do
- Go easy with criticism
- Take time off

Organizational Stress Management

- Increase individuals' autonomy and control
- Ensure that individuals are compensated properly
- Maintain job demands/requirements at healthy levels
- Ensure that associates have adequate skills to keep up-to-date with technical changes in the workplace
- Increase associate involvement in important decision making
- Improve physical working conditions
- Provide for job security and career development
- Provide healthy work schedules
- Improve communication to help avoid uncertainty and ambiguity

Wellness Programs

Estimate suggests J&J's program has saved the company \$22.4 million per year. The initiative has several goals:

- 91% of employees will be tobacco free
- 90% of employees will have blood pressure of 140/90 or better
- 85% of employees will have a total cholesterol below 240
- 75% of employees will be physically active, define as 30 minutes of activity three or more times each week
- 60% of employees will be trained in resilience/stress management

Johnson & Johnson

Incentives for Participating in Wellness Programs



What are your thoughts about organizations that provide an incentive to employees who participate in wellness programs?

What about organizations that “penalize” employees who don’t complete programs or have medical evaluations?

Should higher risk individuals be expected (or required) to pay higher rates for coverage?

What exists in your organizations that are similar to these types of programs?

Questions

