



GESTÃO CORRENTE

GC 3 – Personal Skills: **Stress Management**

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LEARNING OBJECTIVES



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

MANAGEMENT OF STRESS AND TIME

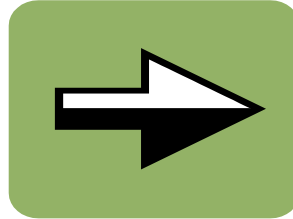
- Stress related problems at work include:

- Absenteeism
- Turnover
- Job Dissatisfaction
- Accidents
- Physical Health of Employees

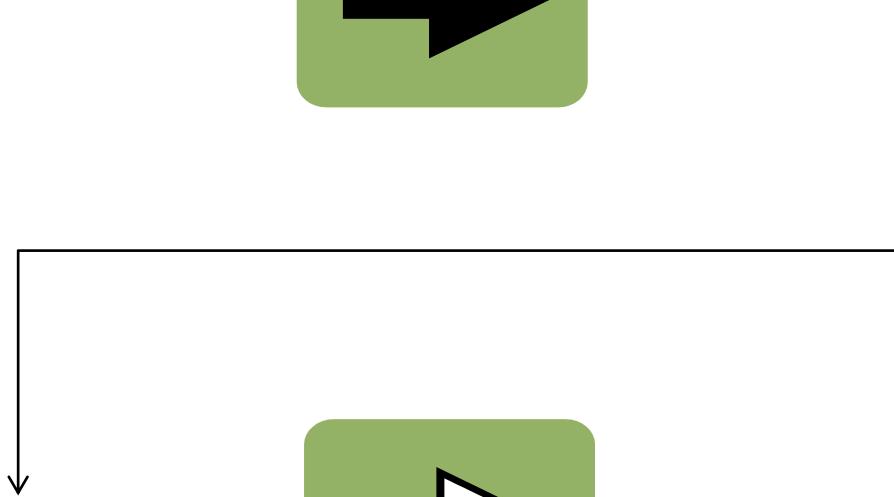


STRESS AND MANAGEMENT

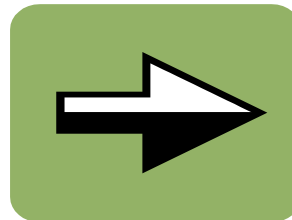
Ineffective Management



Employee Stress



Employee Stress



Ineffective Management

EFFECTS OF STRESS ON MANAGERS

- Selectively perceive information and see only that which confirms their previous biases
- Become very intolerant of ambiguity and demanding of right answers
- Fixate on a single approach to a problem
- Overestimate how fast time is passing
- Adopt a short-term perspective on crisis mentality and cease to consider long-term implications
- Have less ability to make fine distinctions in problems, so that complexity and nuances are missed
- Consult and listen to others less
- Rely on old habits to cope with current situations
- Have less ability to generate creative thoughts and unique solutions

THREE STAGES OF REACTIONS TO STRESS

Stage 1

Alarm: increase in anxiety, fear, sorrow or loss.

- Heart rate, blood pressure and alertness increases.
- Largely self-correcting if the stressor is of brief duration

Stage 2

Resistance: attempt to control stress using defense mechanism.

- Aggression (oneself, other people, objects)
- Regression (adopt a behavior successful in the past)
- Repression (denial, forgetting, redefining the stressor)
- Withdrawal (fantasy, purposive forgetting)
- Fixation (persisting on a response regardless of its effectiveness)

Stage 3

Exhaustion: stop trying to defend against stress (chronic stress).

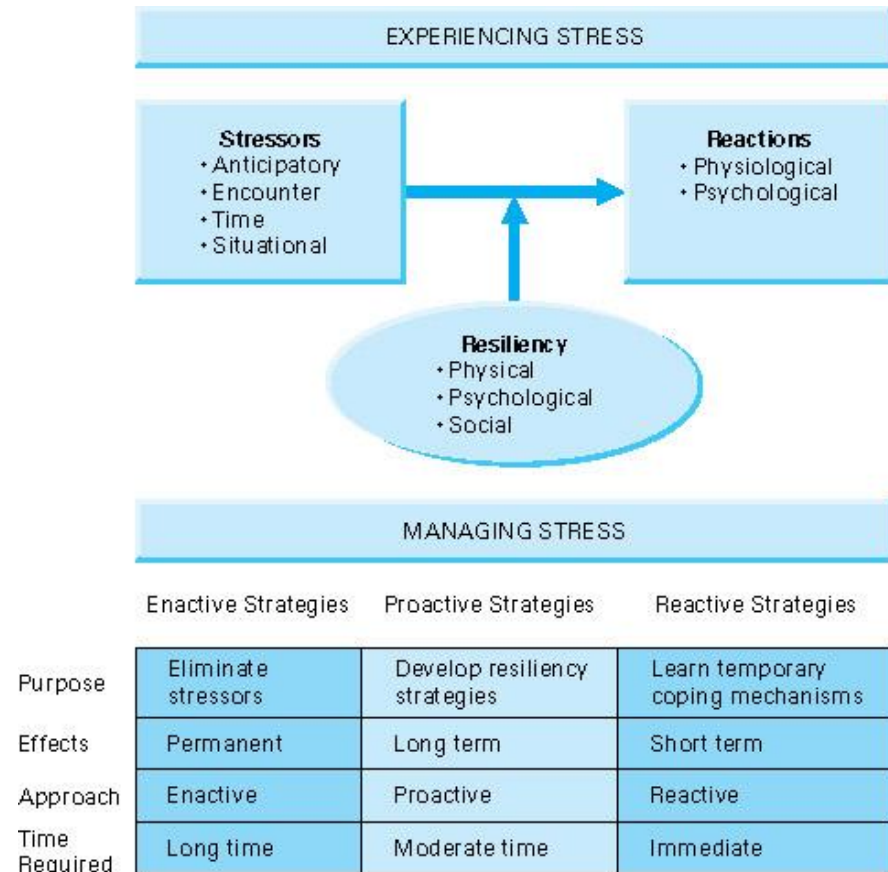
STRATEGIES TO MANAGE STRESS



Enactive Strategies:
Eliminate stressors

Proactive Strategies:
Develop resiliency strategies

Reactive Strategies:
Learn temporary coping strategies



SOURCES OF STRESS

1. Time Stressors (too much to do in little time)
 - Work overload
 - Lack of control
2. Encounter Stressors (interpersonal)
 - Role conflicts
 - Issue conflicts
 - Interaction conflicts
3. Situational Stressors (environment)
 - Unfavorable working conditions
 - Rapid change
4. Anticipatory Stressors (potentially disagreeable events)
 - Unpleasant expectations
 - Fear



STRATEGIES FOR ELIMINATING STRESSORS



Table 2.3 Management Strategies for Eliminating Stressors

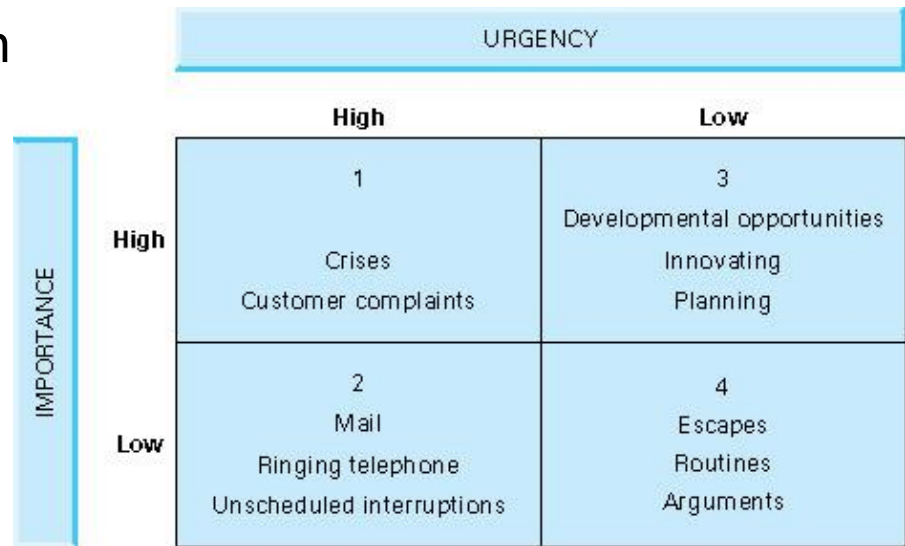
TYPE OF STRESSOR	ELIMINATION STRATEGY
Time	Effective time management Efficient time management Delegating
Encounter	Collaboration and team building Emotional intelligence
Situational	Work redesign
Anticipatory	Goal setting Small wins

ELIMINATING STRESSORS

TIME: 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"



How to determine what is important and what is urgent to you?

- No easy answer, but don't let others dictate it.
- Define personal priorities (principles)

ELIMINATING STRESSORS

TIME: EFFICIENT TIME MANAGEMENT



20 Techniques for Time Management in all aspects of life:

1. Read selectively (skim most, read important)
2. Make a list of things to accomplish today
3. Have a place for everything and keep everything in its place
4. Prioritize your tasks
5. Do one important thing at a time but several trivial things simultaneously
6. Make a list of 5-10 minute discretionary tasks
7. Divide up large projects
8. Determine the critical 20% of your tasks and spend the bulk of your time on those
9. Save your best time for important matters (routines when your mind is not sharp and vice versa)
10. Reserve some time during the day when others don't have access to you
11. Don't procrastinate (I'll get to this later..)
12. Keep track of your time (track what you do every 30/60 minutes)
13. Set deadlines
14. Do something productive while waiting
15. Do busy work at one time during the day (refuse answer e-mail, read news, ...)
16. Reach closure on at least on thing during the day
17. Schedule some personal time
18. Don't worry about anything on a continuing basis
19. Write down long-term objectives
20. Be on the alert for ways to improve your management of time

ELIMINATING STRESSORS

TIME: EFFICIENT TIME MANAGEMENT



20 Techniques for efficient Time Management for managers:

1. Hold routine meetings at the end of the day
2. Hold short meetings standing up
3. Set a time limit
4. Cancel meeting one in a while (no full agenda)
5. Have agendas
6. Stick to the agendas
7. Keep track of time on the agenda
8. Start meeting on time
9. Prepare minutes of the meeting and follow up
10. Insist that subordinates suggest solutions to problems
11. Meet visitors on the doorway
12. Go to the subordinates' offices for brief meetings
13. Don't over schedule the day
14. Have someone else answer telephone calls and scan e-mail
15. Have a place to work uninterrupted
16. Do something definite with every piece of paperwork handled
17. Keep the workplace clean
18. Delegate work
19. Identify the amount of initiative recipients should take with the tasks they are assigned
20. Give others credit for their success

ELIMINATING STRESSORS

ENCOUNTER: COLLABORATION



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

Emotional Bank Account (Stephen Convey, 1989)

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



Emotional Intelligence

1. Non-cognitive abilities and skills that people need to develop to be successful

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

ELIMINATING STRESSORS

SITUATIONAL: WORK REDESIGN



- Effectively eliminating stress and increasing productivity by changing aspects of work.
- To eliminate stressors at work:
 - Combine tasks (skill variety)
 - Form identifiable work units (teams of individual performing related tasks)
 - Establish customer relationships (seeing the consequences of one's labor)
 - Increase decision-making authority (autonomy)
 - Open feedback channels (expectations and feedback)

ELIMINATING STRESSORS

ANTICIPATORY: GOAL SETTING



ELIMINATING STRESSORS

ANTICIPATORY: SMALL WINS



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

STRATEGIES TO MANAGE STRESS

Enactive Strategies:

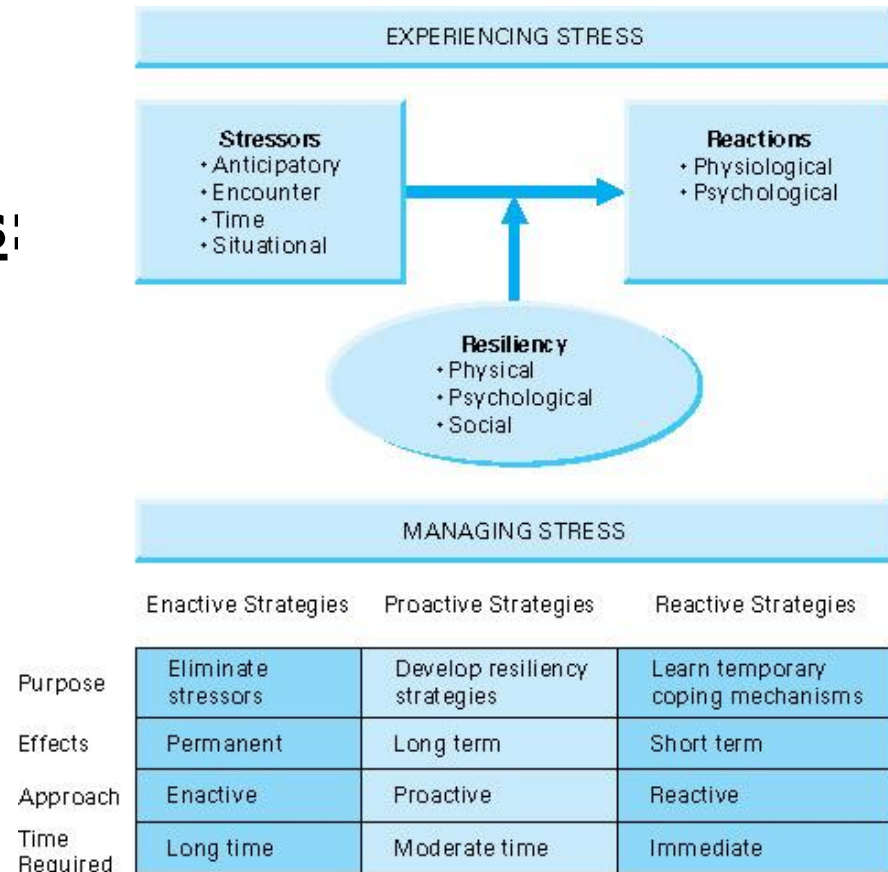
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Reactive Strategies:

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RESILIENCY: MODERATING THE EFFECTS OF STRESS



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

Physiological Resiliency	Psychological Resiliency	Social Resiliency
<ul style="list-style-type: none">• Cardiovascular conditioning• Proper diet	<ul style="list-style-type: none">• Balanced lifestyle (family, social, intellectual, work, cultural, physical, spiritual)• Hardy personality (control, commitment, challenge)• Small-wins strategy• Deep-relaxation techniques (yoga, meditation...)	<ul style="list-style-type: none">• Supportive social relations (family, coworkers)• Mentors• Teamwork

RESILIENCY: BENEFITS OF REGULAR EXERCISE

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



RESILIENCY: 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



STRATEGIES TO MANAGE STRESS



Enactive Strategies:

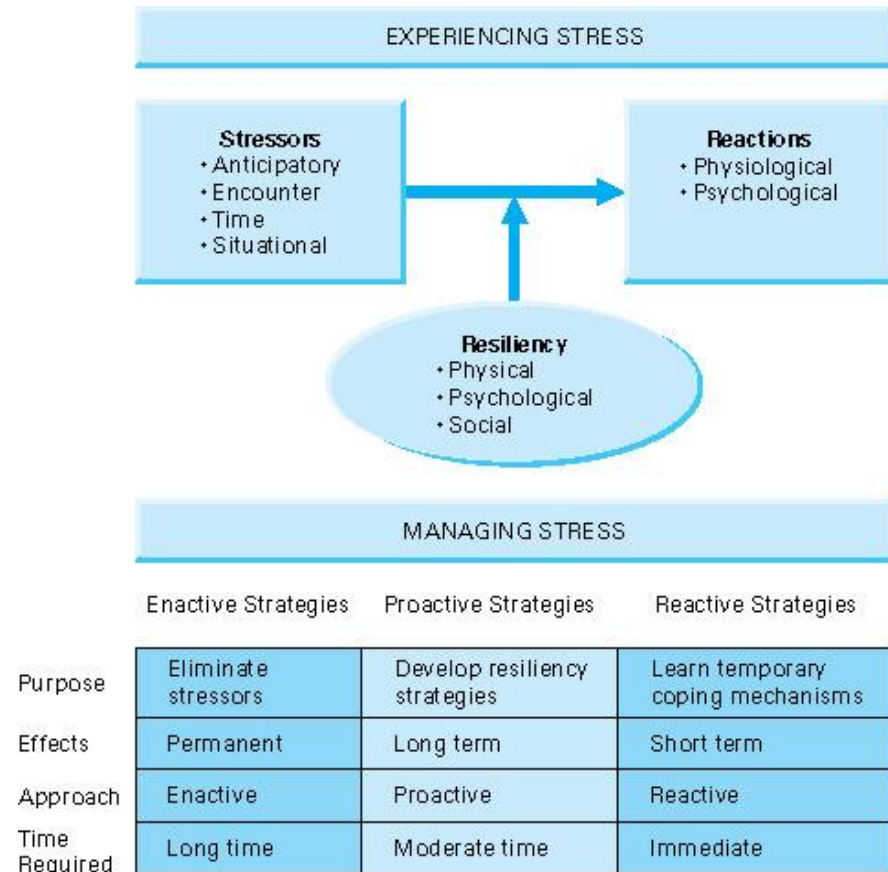
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TEMPORARY STRESS REDUCTION TECHNIQUES

- Physiological Techniques

- Muscle relaxation
- Deep breathing



- Psychological Techniques

- Imagery and fantasy (visualizing an event using "mind pictures")
- Rehearsal (work through potential stress situations)
- Reframing (redefining a manageable situation)

SKILL PRACTICE



- Exercises for long-term and short-run stress management
 - Assignments
 - Small-wins strategy
 - Life-Balance analysis
 - Monitoring and managing time
- Activities for managing stress
 - Assignments
 - #1
 - #3
 - #4