Stress Management

What is stress?

- **Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important.**

Stress

- Stress is not bad in and of itself. While stress is typically discussed in a negative context, it also has a positive value

- Stress is associated with constraint and demands. Constraints prevent you from doing what you desire. Demands refer to the loss of something desired. So when you take a test at school you feel stressed because you confront opportunities, constraints, and demands

STRESS

- **Two conditions are necessary for potential stress to become actual stress.**

- **There must be uncertainty over the outcome and the outcome must be important**

- **Regardless of the conditions it is only when there is doubt or uncertainty regarding whether the opportunity will be seized , constraint removed or the loss avoided that there is stress**

- **Stress is highest for those individuals who perceive that they are uncertain as to whether they will win or lose and lowest for those individuals who think that winning or losing is a certainty.**

Managing Stress as School Leader

- **Teacher stress is an increasing problem in schools/organizations**
- **Teachers tell us they are stressed out from greater workloads and having to work longer hours because of large number of students in classes**
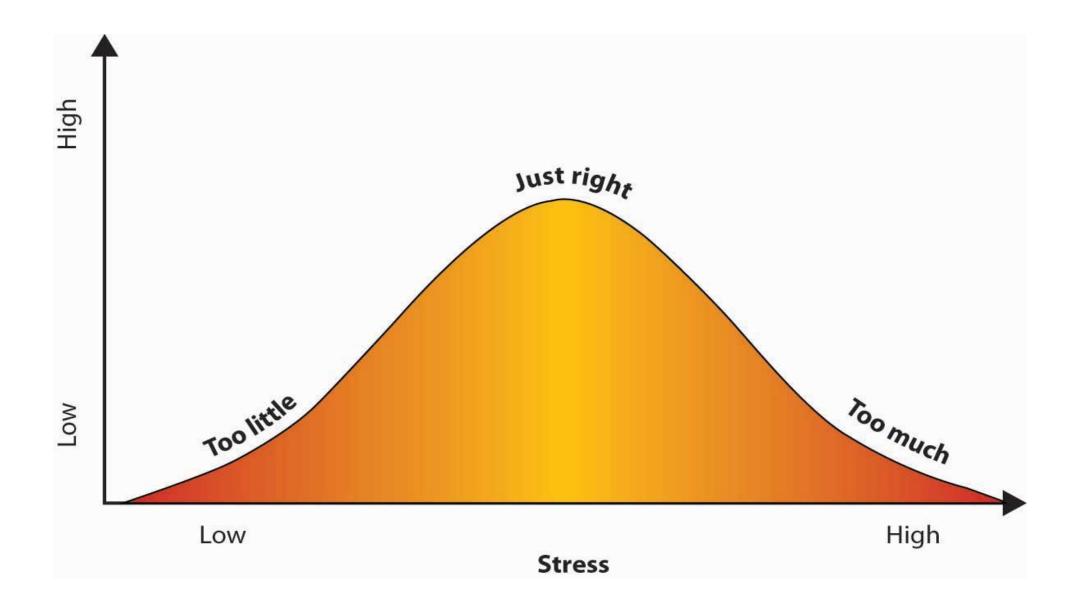- **Stress is created trying to balance work and family responsibilities**

Understanding stress

- **But importance is also critical. If winning or losing is an unimportant outcome , there is no stress. If keeping your job or earning a promotion does not hold any importance to you then you have no reason to feel stress over having to undergo a performance review**

What causes stress? What are its consequences for individual teachers?

- **Same set of conditions that creates stress for one person seems to have little or no effect on another person.**

Why employee stress should worry employers

Potential Sources of Stress

- **Environmental factors: Just as environmental uncertainty influences the design of an organization's culture, it also influences stress levels among employees in that organisation. Covid 19 created economic uncertainties. People were anxious about their security.**

- **Political uncertainties: Political uncertainties can be stress inducing**

- **Technological uncertainty:** **Because new innovations can make an employee's skills and experience obsolete in a very short period of time, computers, robotics, automation and similar forms of technological innovation are a threat to many people and cause them stress**

Individual's Response to Stress

Stressful Event

A major exam, an important meeting, a financial setback, interpersonal conflict, a car accident, new life challenges

Individual's Appraisal

A person's perceptions about the threat, which will be influenced by familiarity and knowledge about the specific stressful event.

Psychological

Emotional: Anxiety, Anger, Fear, Frustration

Cognitive: performance depletion

Behavioral: coping efforts, problem solving, help seeking, releasing of emotions

Physiological

- Autonomic Arousal (e.g. heart rate, sweating, eye blinking)
- Hormonal fluctuation (e.g. adrenergic response)
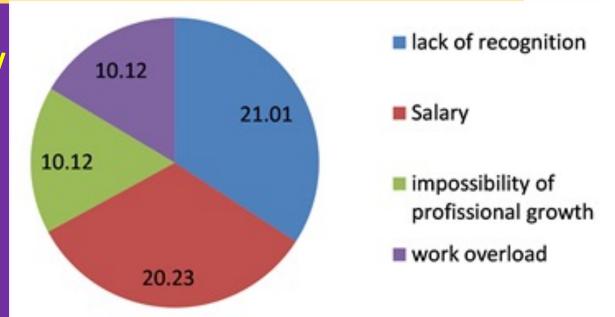- Neurochemical changes
- Stage of physical exhaustion

Organizational Factors

- **Pressures to avoid errors or complete tasks in a limited time period, work overload, a demanding and insensitive Principal, and unpleasant co – workers are a few examples**

Factors within the organization that can cause stress

- **Task Demands** are factors related to a person's job. They include the design of the individual's job(autonomy, task variety, degree of automation), working conditions, and the physical work layout. Working in an overcrowded room or visible location where interruptions are constant can increase anxiety and stress.

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- ■ lack of recognition
- ■ Salary
- ■ impossibility of profissional growth
- ■ work overload

Role demands:
It relates to pressure placed on a person as a function of the particular role he plays in the organization. Role conflicts create expectations that may be hard to reconcile or satisfy. Role overload is expected to do more than time permits. **Role ambiguity** is created when role expectations are not clearly understood and employee is not sure what he is expected to do
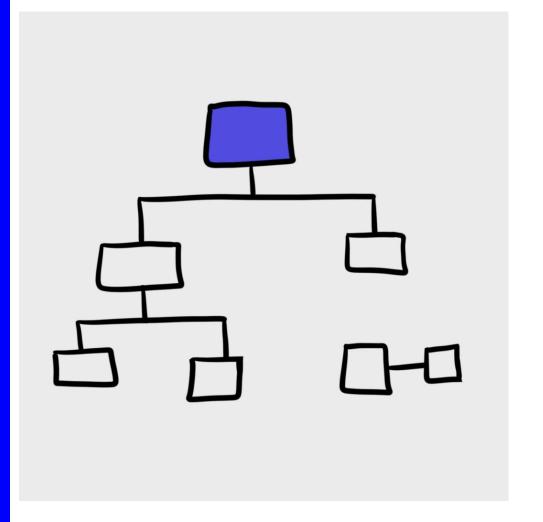
Factors within the organization that can cause stress

- **Interpersonal demands are pressures created by other employees. Lack of social support from colleagues and poor interpersonal relationships can cause considerable stress, especially among employees with a high social need**

Organizational structure defines the level of differentiation in the organization, the degree of rules and regulations, and where decisions are made. Excessive rules and lack of participation in decisions that affect an employee are examples of structural variables that might be potential sources of stress

Teachers Are Stressed, And That Should Stress Us All

December 30, 2016 · 4:59 AM ET
Heard on Morning Edition

CORY TURNER

Vivian Shih for NPR

Factors within the organization that can cause stress

- **Organizational Leadership** represents the managerial style of the of the organization's Officials. Some Principals/Vice Principals create a culture characterized by tension, fear , and anxiety. They establish unrealistic pressures to perform in the short run, impose excessively tight controls and routinely fire employees who don't 'measure up'

- **Organizations go through a cycle. They are established , they grow, become mature. And eventually decline. The establishment and decline stages are particularly stressful. The former is characterized by a great deal of excitement and uncertainty, while the latter typically requires cutbacks, layoffs and a different set of uncertainties, Stress tends to be least in maturity where uncertainties are at their lowest ebb**
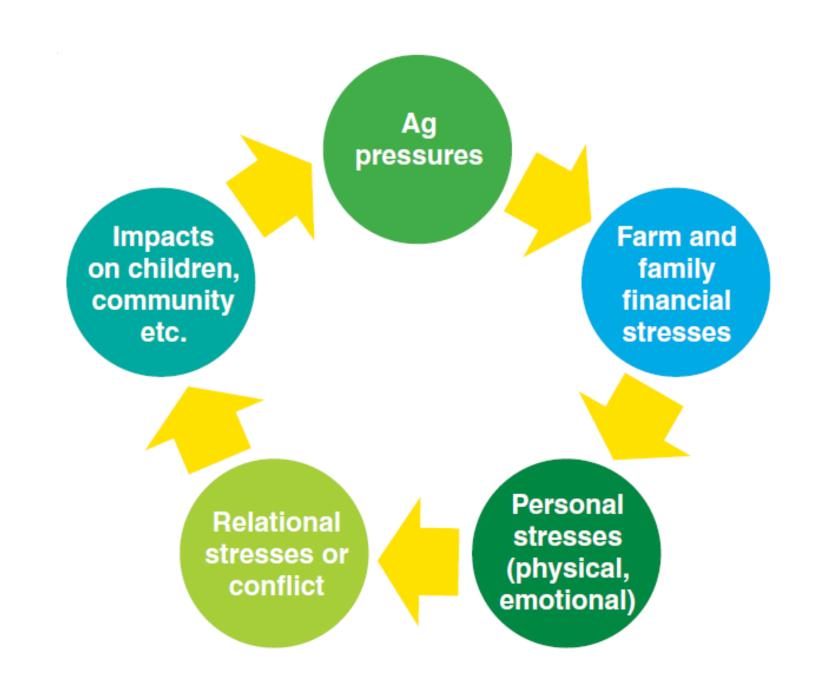
Individual Factors

- **A typical individual works about 40 to 50 hours a week. But experiences and problems that people encounter in those other 120 non work hours each week can spill over to the job. Our final category , then encompasses factors in employee's personal life. Primarily , these factors are family issues , personal economic problems and inherent personality characteristics.**

- **People hold family and personal relationships dear. Marital difficulties, the breaking off of a relationship, and discipline troubles with children are examples of relationship problems that create stress for employees that aren't left at the front door when they arrive at the work**

Individual Factors

- **Economic problems** created by individual overextending their financial resources is another set of personal troubles that can create stress for employees and distract their attention from their work. Some people are poor money mangers or have wants that always seem to exceed their earning capacity.

- Some people may have inherent tendency to accentuate negative aspects of the world in general.

- Individual factor influencing stress is person's basic dispositional nature.

- That is stress symptoms expresses on the job actually originate in the person's personality

Stressors are additive

- **Stress is additive. Stress builds up. Each new and persistent stressor adds to an individual's stress level.**

- **So single stressor may be relatively unimportant in itself but if it is added to an already high level of stress it can be the "straw that breaks the camel's back."**

- **If we want to appraise the total stress an individual is under, we have to sum up his or her opportunity stresses, constraint stresses, and demand stress**

Individual Differences

- **Some people thrive in stressful situations, while others are overwhelmed by them.**

- **What individual difference variables moderate the relationship between potential stressor and experienced stress? At least five variables – perception, job experience, social support, belief in the locus of control, and hostility - have been found to be relevant moderators**

Individual Differences

- **Employees react in response to their perception of reality rather than to reality itself. <u>Perception</u> , therefore , will moderate the relationship between a potential stress condition and an employee's reaction to it . Losing his job because his school is going to be closed may be perceived by another as an opportunity to get a large allowance to start his own business.**
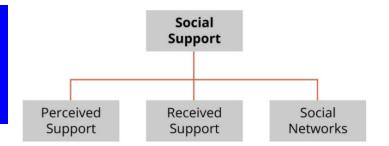
So stress potential does not lie in objective conditions; it lies in an employee's interpretation of those conditions

Experience . Experience on the job tends to be negatively related to work stress. 1st – selective withdrawal. People who remain longer with the organization are those with more stress-resistant traits. People eventually develop coping mechanisms to deal with stress.

Individual Differences

- **Social Support** – collegial relationship with co-workers or supervisors – can buffer the impact of stress. Social acts as a palliative, mitigating the negative effects of even high –strain jobs

- **Loss of control**: Those with an internal locus of control believe they control their own destiny. Those with an external locus believe their lives are controlled by outside forces. Evidence indicates that internals perceive their jobs to be less stressful than do externals

PSYCHOLOGICAL DISTRESS
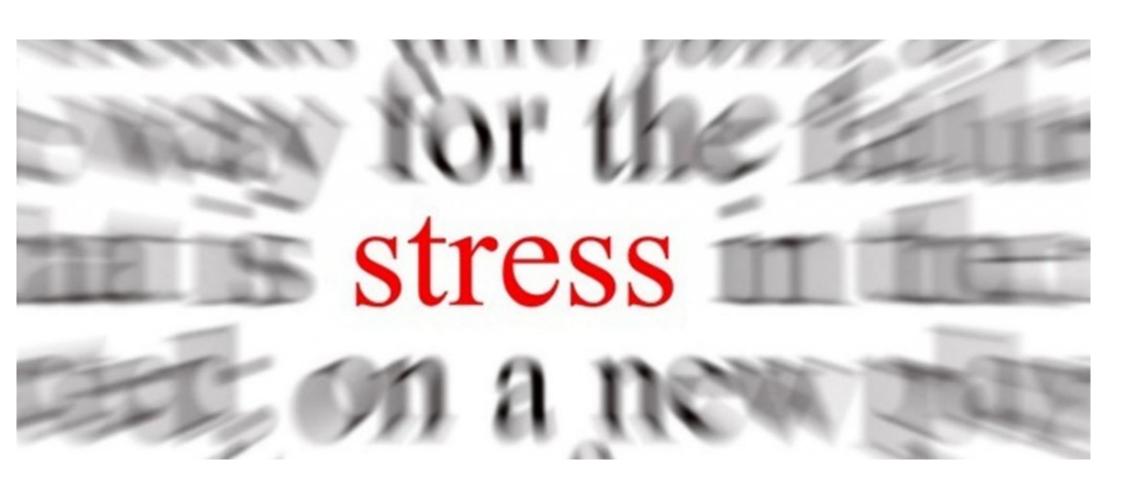
GIRLS MORE LIKELY THAN BOYS TO EXPERIENCE DISTRESS

Felt nervous — 8% / 22%

Felt worthless — 5% / 15%

Felt that everything was an effort — 14% / 21%

Felt so depressed nothing could cheer you up — 5% / 13%

- **Hostility:** Some people's personality includes a high degree of hostility and anger. These people are chronically suspicious and mistrustful of others. Hostility significantly increases a person's stress and risk for heart disease. People who are quick to anger, maintain a persistently hostile outlook, and project a cynical mistrust of others and are more likely to experience stress in situations

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on a new

Consequences of Stress

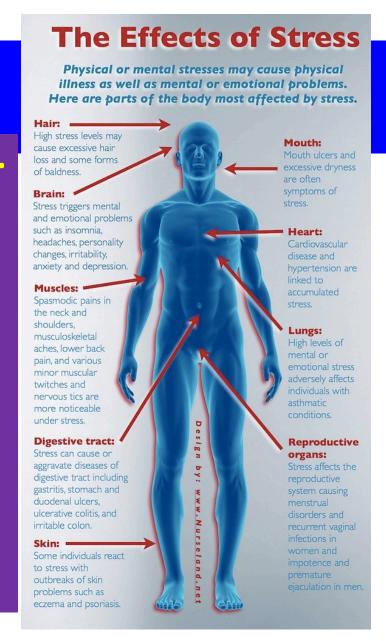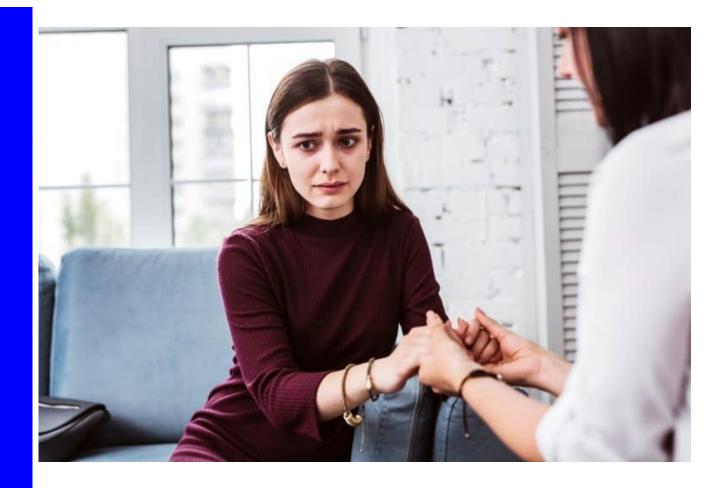- **It shows itself in a number of ways. The one who is experiencing may develop high B.P, ulcers, loss of appetite. It is summed up in three categories.**

- **Physiological symptoms: Stress could create changes in metabolism, increase in B.P The link between stress and particular symptoms is not clear.**

The Effects of Stress

Physical or mental stresses may cause physical illness as well as mental or emotional problems. Here are parts of the body most affected by stress.

Hair:
High stress levels may cause excessive hair loss and some forms of baldness.

Brain:
Stress triggers mental and emotional problems such as insomnia, headaches, personality changes, irritability, anxiety and depression.

Muscles:
Spasmodic pains in the neck and shoulders, musculoskeletal aches, lower back pain, and various minor muscular twitches and nervous tics are more noticeable under stress.

Digestive tract:
Stress can cause or aggravate diseases of digestive tract including gastritis, stomach and duodenal ulcers, ulcerative colitis, and irritable colon.

Skin:
Some individuals react to stress with outbreaks of skin problems such as eczema and psoriasis.

Mouth:
Mouth ulcers and excessive dryness are often symptoms of stress.

Heart:
Cardiovascular disease and hypertension are linked to accumulated stress.

Lungs:
High levels of mental or emotional stress adversely affects individuals with asthmatic conditions.

Reproductive organs:
Stress affects the reproductive system causing menstrual disorders and recurrent vaginal infections in women and impotence and premature ejaculation in men.

Design by: www.Nurseland.net

- **Psychological symptoms**: Stress can cause dissatisfaction. Job dissatisfaction is the simplest and obvious psychological effect of stress. It shows itself in other psychological states- tension, anxiety, boredom and procrastination
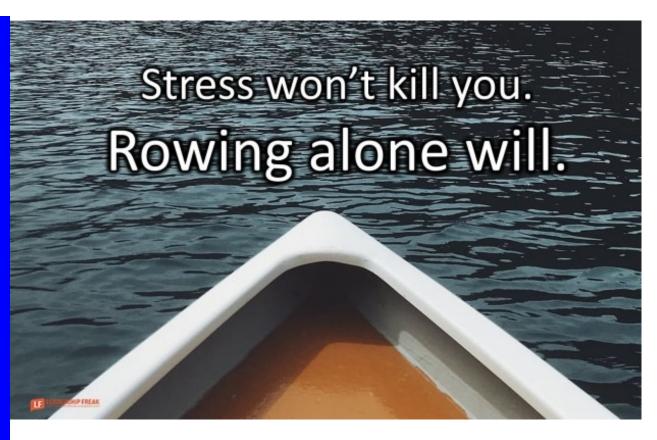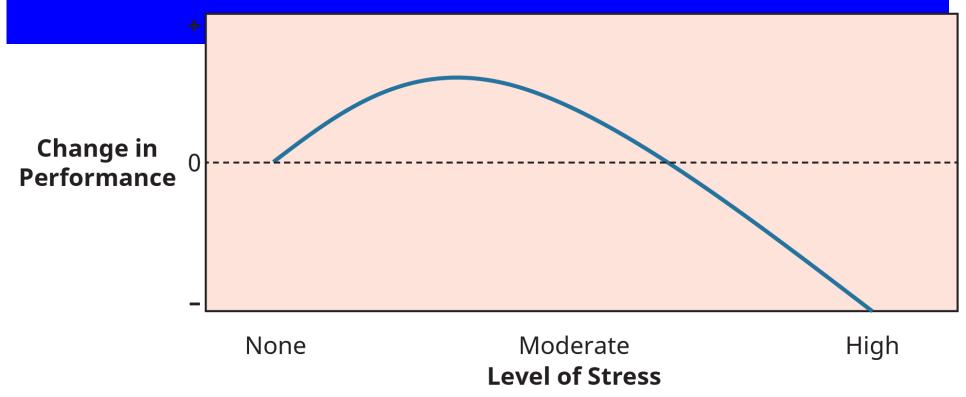
Consequences of Stress

- When people are placed in jobs that make multiple and conflicting demands or in which there is a lack of clarity as to incumbent's duties, authority and responsibilities , both stress and dissatisfaction are increased

- **The <u>less control</u> people have over the pace of work the greater the stress and dissatisfaction**

- **Jobs that provide a low <u>level of variety,</u> significance, autonomy, feedback and identity to incumbents create stress and reduce satisfaction and involvement in the job**

Stress won't kill you.
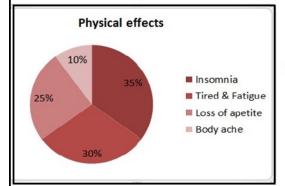Rowing alone will.

Effect of Stress on Performance
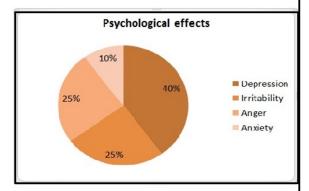
Behavioral symptoms

- It includes changes in productivity, absence and as well as changes in eating habits, sleep disorders and consumption of alcohol

- Too much stress places unattainable demands which result in lower performance.

- Moderate levels of stress experienced continually over a long periods of time can result in lower performance

Causes of workplace stress

- Poor pay — 35%
- Bad work environment — 30%
- Unclear job expectation — 25%
- Lack of recognition — 20%

Physical effects

- Insomnia — 35%
- Tired & Fatigue — 30%
- Loss of apetite — 25%
- Body ache — 10%

Workplace Stress

Psychological effects

- Depression — 40%
- Irritability — 25%
- Anger — 25%
- Anxiety — 10%

What does workplace stress leads to?

- Quit jobs — 60%
- Venting it out — 20%
- Relaxation techniques — 10%
- Go for a vacation — 10%

Managing Stress

- **Individual Approaches**: An employee can take personal responsibility for reducing his stress level. Individual strategies that have proven effective include implementing time management techniques, increasing physical exercise, relaxation training and expanding the social support network

- **Time management**: An understanding and utilization of basic time management principles can help individuals better cope with tensions created by demands

How to reduce or avoid stress

Keep a healthy diet

Reduce the online time and find some new friends

Sleep at least 8 hours

Get regular exercise

Go outside at least for 1 hour

Your time is valuable

Time Management Principles : 1. Make a daily list of activities to be accomplished 2. Prioritize activities by importance and urgency
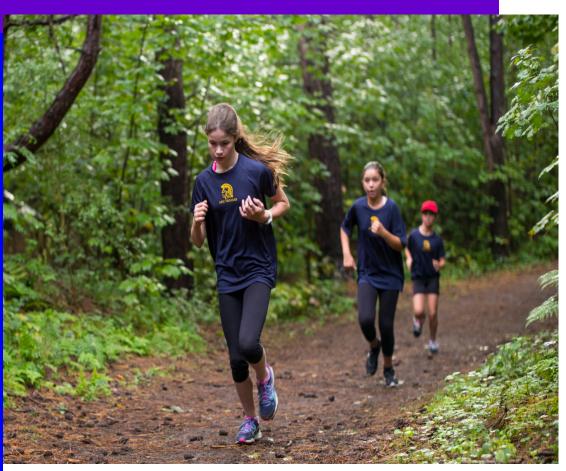
3.Schedule activities according to the priorities set
4. Know your daily cycle and handle the most demanding parts of your job during the high part of your cycle when you are most alert and productive
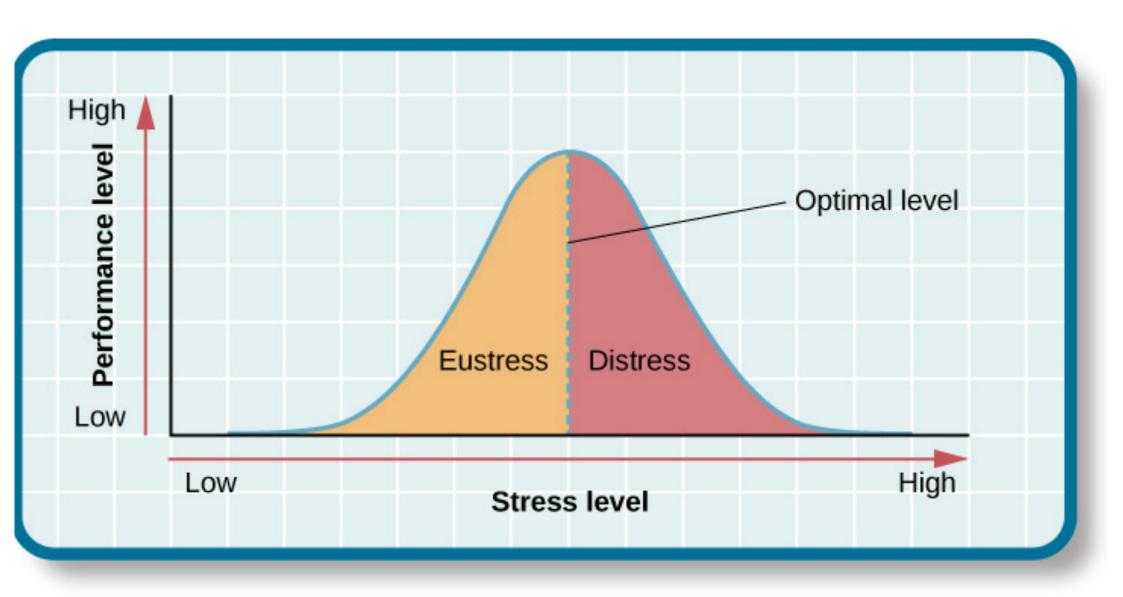
Managing Stress

1. **Non-competitive physical exercise such as aerobics, walking, jogging, swimming, and riding a bicycle have long been recommended by physicians as away to deal with excessive stress levels**

2. **These provide a mental diversion from work pressures and offer a means to let off steam**

5 TOP TIPS FOR RELIEVING STRESS

Eat nutritious food—fill your plate with lean meats, fresh fruits and veggies.

Exercise: Find something you enjoy and do it each day!

Drink lots of water!

Get at least 7 hours of sleep each night.

Make a task list and mark each thing off as you go.

✓ Call plumber
✓ Call new client
✓ Finish project
✓ Return emails
Get groceries
Order flowers
for Saturday

Managing Stress

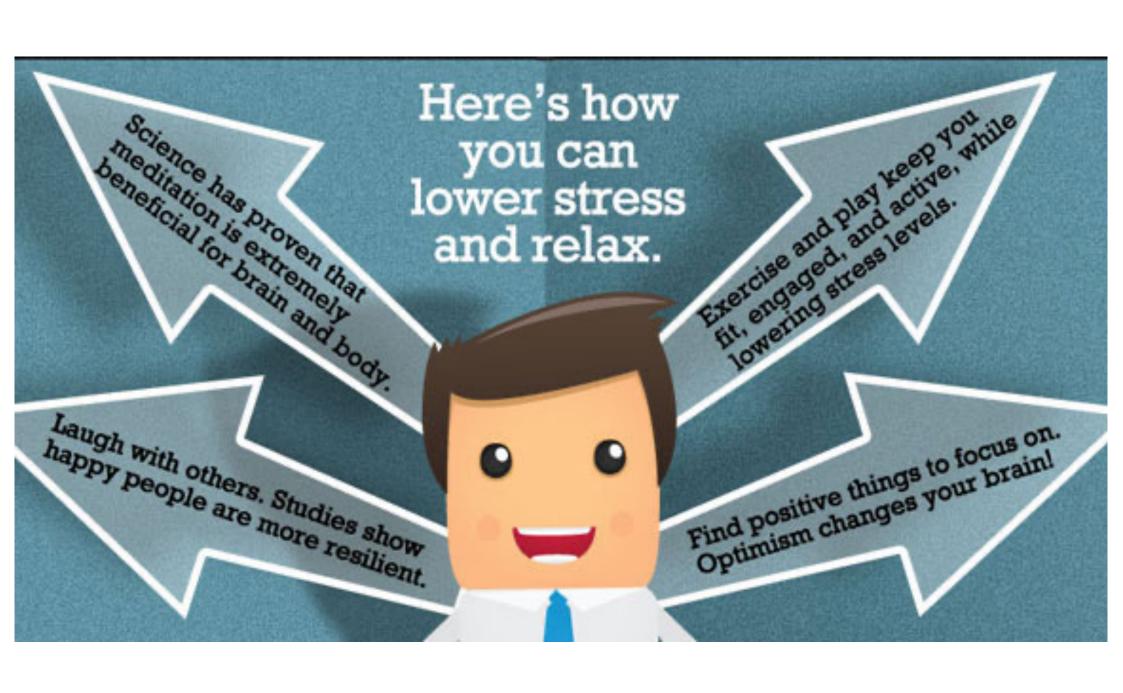| Cognitive	Physical	Environmental	Other
Therapy	Artistic expression	Music	Conflict resolution
Hobbies	Deep breathing	Nature	Prayer
Meditation	Natural medicine	Pets	
Mindfulness	Physical exercise	Spa visits	
Planning	Relaxation		
Reading	Yoga		
Time management			

Individual Approaches

- **Individuals can teach themselves to reduce tension through relaxation techniques such as meditation, hypnosis, and biofeedback. The objective is to reach a state of deep relaxation where one feels physically relaxed, somewhat detached from the immediate environment, and detached from body sensations. 15-20 minutes a day of deep relaxation releases tension and provides a person with a pronounced sense of peacefulness. Significant changes in heart rate, B.P and other physiological factors result from achieving the deep relaxation condition**

Individual Approaches

- **Having friends, family or work colleagues to talk to provides an outlet when stress level become excessive .Expanding your social support network , therefore , can be a means for tension reduction. It provides you with someone to hear your problems and to offer a more objective perspective on the situation. Social support moderates the stress-burnout relationship . That is , high support reduces the likelihood that heavy work stress will result in job burnout.**

Here's how you can lower stress and relax.

Science has proven that meditation is extremely beneficial for brain and body.

Exercise and play keep you fit, engaged, and active, while lowering stress levels.

Laugh with others. Studies show happy people are more resilient.
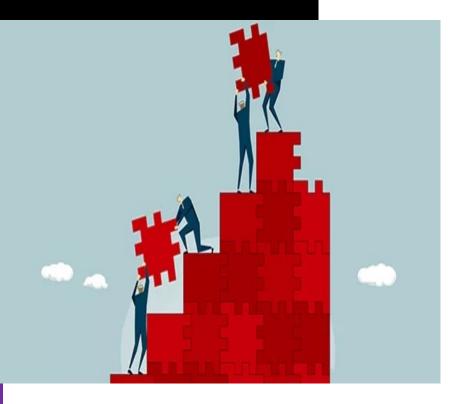
Find positive things to focus on. Optimism changes your brain!

Organizational Approaches

- Several of the factors that cause stress – particularly task and role demands, and organizational structure – are controlled by management. As such they can be modified or changed .Strategies that management might want to consider include <u>improved personnel selection and job placement, use of realistic goal</u> setting , redesigning of jobs, increased employee involvement, improved organizational communication, and establishment of corporate wellness programs
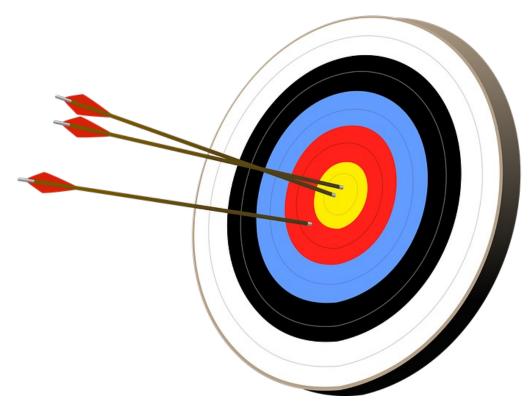
Organizational Approaches

- **Certain jobs are more stressful than others. However, individuals differ in their responses to stressful situations. Individuals with little experience or an external locus of control tend to be more prone to stress.**

- **Selection and placement decisions should take these facts into consideration**

- **Goal Setting: Individuals perform better when they have <u>specific and challenging goals</u> and receive feedback on how well they are progressing toward these goals. The use of goals can reduce stress as well as provide motivation. Specific goals that are perceived as attainable clarify performance expectations. Goal feedback reduces uncertainties as to the actual job. The result is less frustration, role ambiguity, and stress**

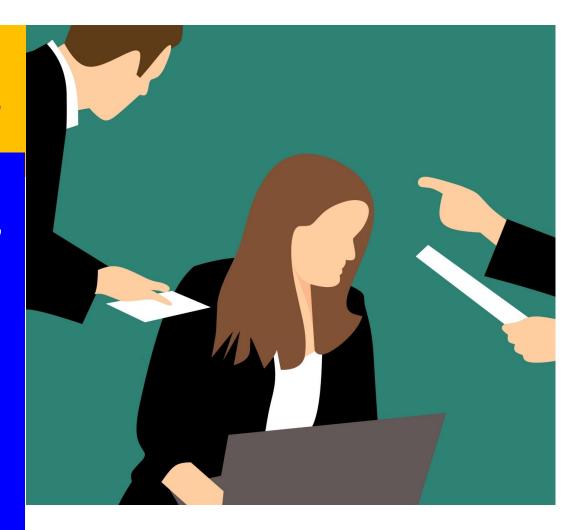GOAL SETTING

Organizational Approaches

- **Redesigning jobs to give employees more responsibility, more meaningful work, more autonomy, and increased feedback can reduce stress because these factors give the employee greater control over work activities and lessen dependence on others.**

The thing that's hurting today will only hurt worse tomorrow if you don't change something.

Organizational Approaches

But not all employees want enriched jobs. The right design, then, for employees with a low need for growth might be less responsibility and increased specialization. If individuals prefer structure and routine, reducing skill variety should also reduce uncertainties and stress levels

Organizational Approaches

- **Role stress is detrimental to a large extent because teachers feel uncertain about goals, expectations, how they will be evaluated, and the like. By giving these teachers a voice in those decisions that directly affect their job performances, management can reduce control and reduce their role stress. So Principals should consider increasing teacher involvement in decision making**
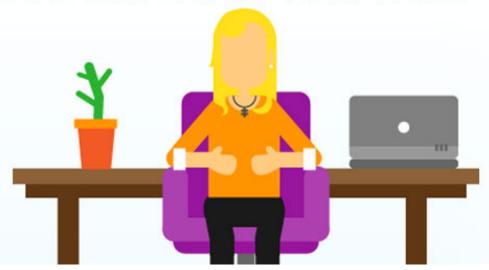
Communication

- **Increasing formal organizational communication with employees reduces uncertainty by lessening role ambiguity and role conflict.**

- **Given the importance that perceptions play in moderating the stress –response relationship, management can also use effective communications as a means to shape employee perceptions. What employees categorize as demands, threats, or opportunities are merely interpretation and that interpretation can be affected by the symbols and actions communicated by the management**

Organizational Approaches

5 Stress-Reducing Yoga Exercises
You Can Do at Your Desk

Organizational Approaches

- Offer organizationally supported wellness programs. These programs focus on the employee's total physical and mental condition. They provide workshops to help people quit smoking, and control alcohol. Employees need to take personal responsibility for their physical and mental health. The organization is merely a vehicle to facilitate this end

- Yoga