

Concept of Management and Evolution of Management Thought
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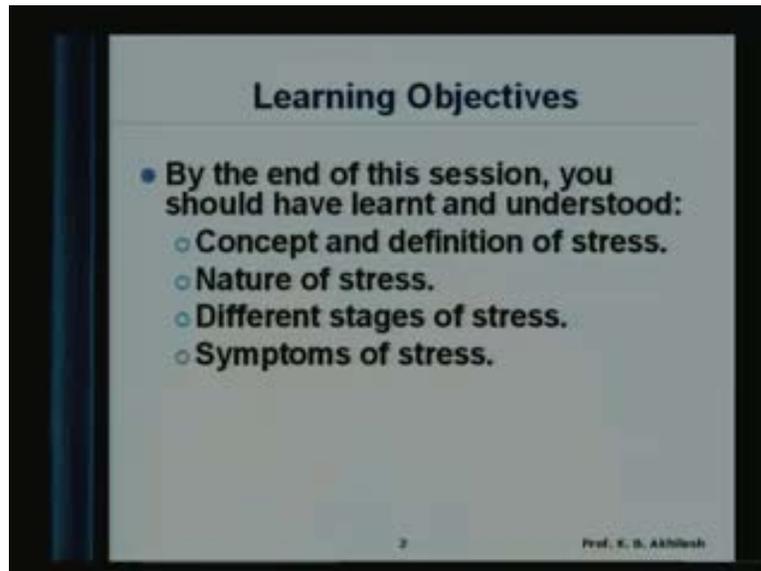
Lecture - 39
Stress Management - I

Hello, we are discussing about the various functions of management, how management has grown as a field of interest, field of concern and then we also looked at the organization and various systems and sub systems of the organization in terms of the technology, structure processes, culture then we also looked at how organizations have to change in order to meet the expectations within the organization as well as changing circumstances external to the organization in that respect.

We also examine the behaviors at the group level and how to understand the given group behavior. We also looked at problem solving creativity and conflict and conflict resolution. Another important aspect one need to understand as a part of the the management functioning an increasing effectiveness at the individual level as well as at the organizational level is to manage stress, understanding stress and dealing with stress at the workplace is an important skill of the manager in order to be effective at the interpersonal level with respect to the intra group level as well as at the different levels of the organization, managers need to understand the nature of stress as well as cope with these stress.

So what I intend to do in this stress management presentations, in this lecture you must understand the following things, the concept and definition of stress and the nature of stress also the different stages of stress and the symptoms of stress, we must analyze and the get to the you know all this also further is the types of stresses and eliminating the stressor and then we will also see the Yerkes and Dodson principle. We will see the job and work stress and elaborate on some of the principles of managing stress and in the next lecture I should be able to cover the remaining dimensions of the stress management at the basic level as we start thinking about the stress, one can define in different ways but stress is common, stress is the regular part of any existence, it is part of the organizational life.

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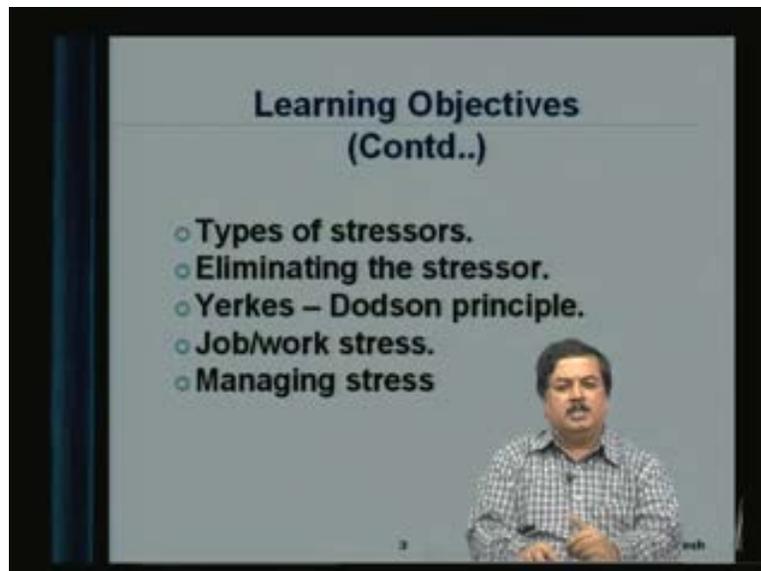


Learning Objectives

- **By the end of this session, you should have learnt and understood:**
 - **Concept and definition of stress.**
 - **Nature of stress.**
 - **Different stages of stress.**
 - **Symptoms of stress.**

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Learning Objectives (Contd..)

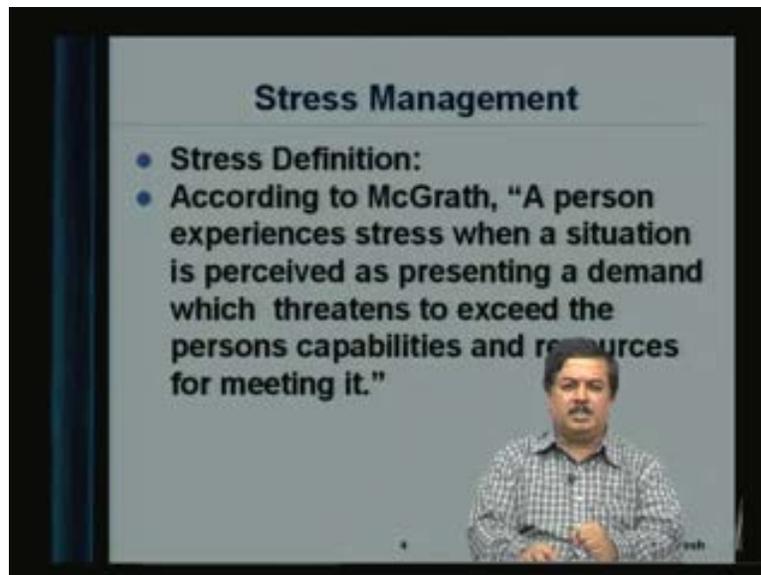
- **Types of stressors.**
- **Eliminating the stressor.**
- **Yerkes – Dodson principle.**
- **Job/work stress.**
- **Managing stress**

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So according to “McGrath” a person experiences stress when a situation is perceived as presenting a demand which threatens to exceed the persons capabilities and resources for meeting it, see if you look at this definition. So that means there is always an attempt to cope in terms of one’s own capabilities, one’s own resources and then that individual finds it difficult

because there is not enough resources within the person within the reach of the person and that is the time where individual feels in capable of handling the situation and that is the time where the person experiences the stress.

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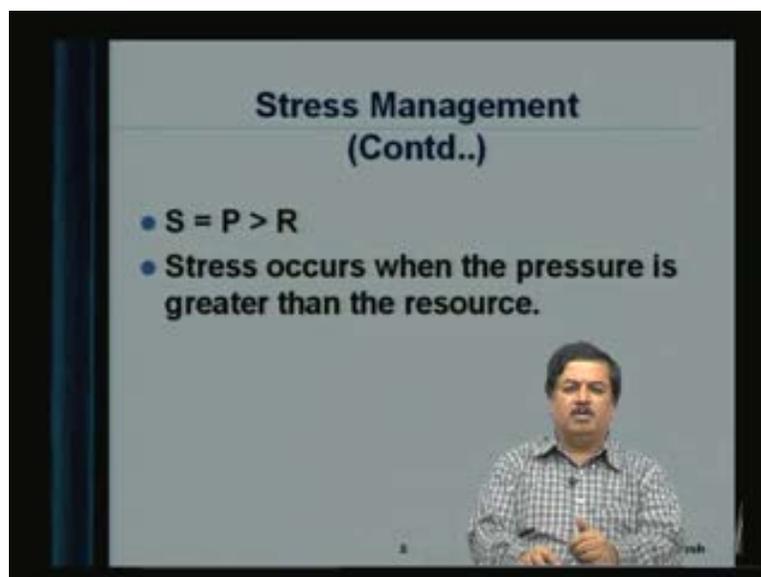


Stress Management

- **Stress Definition:**
- **According to McGrath, "A person experiences stress when a situation is perceived as presenting a demand which threatens to exceed the persons capabilities and resources for meeting it."**

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**Stress Management
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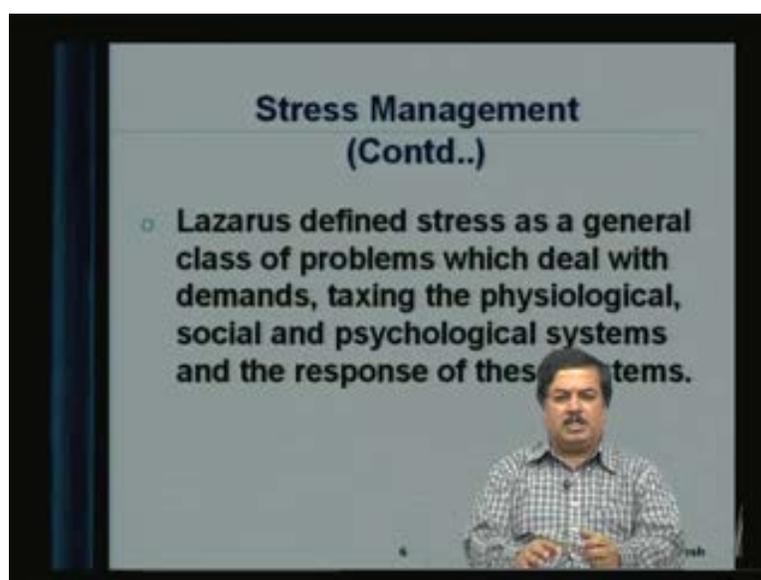
- **S = P > R**
- **Stress occurs when the pressure is greater than the resource.**

A man in a checkered shirt is speaking in the bottom right corner of the slide.

So it is the basically the human experience, human experience related to a situation and also related to the perception with respect to what is what is that one can do and what is that the situation demands and there is a kind of a gap where the individual feels helplessness. I think this is one view of the so that means what we are talking about is stress occurs when the pressure is greater than the resource. So it is it is definitely the one need to understand what kind of pressures one has, what kind of resources also one has to deal with those things. So people use the word time pressure, people talk about that I have too many things to do. So there is a kind of a work pressure or the too many things to do with a short period of time then you are talking about the task as well as the time, sometimes it is the interpersonal.

So the stress can arise in number of ways and some people feel yes if the if it comes from the subordinates they are easy to cope with but when it comes from the boss or people with significant position in the organization when they react then the individual feels that he or she cannot cope with those expectations or the statement the individual would feel that stress. Look at how the Lazarus has defined, Lazarus defined stress as a general class of problems which deal with demands, now taxing the physiological social and psychological systems and the response of these systems.

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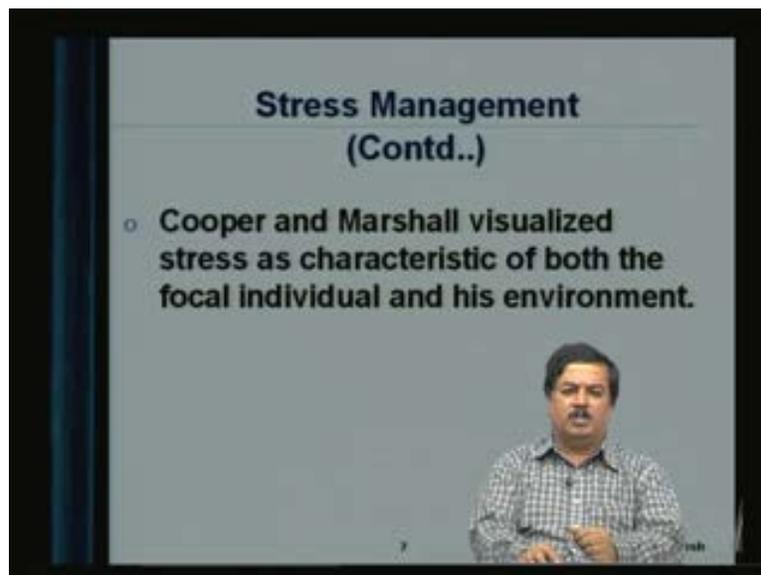


**Stress Management
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- o **Lazarus defined stress as a general class of problems which deal with demands, taxing the physiological, social and psychological systems and the response of these systems.**

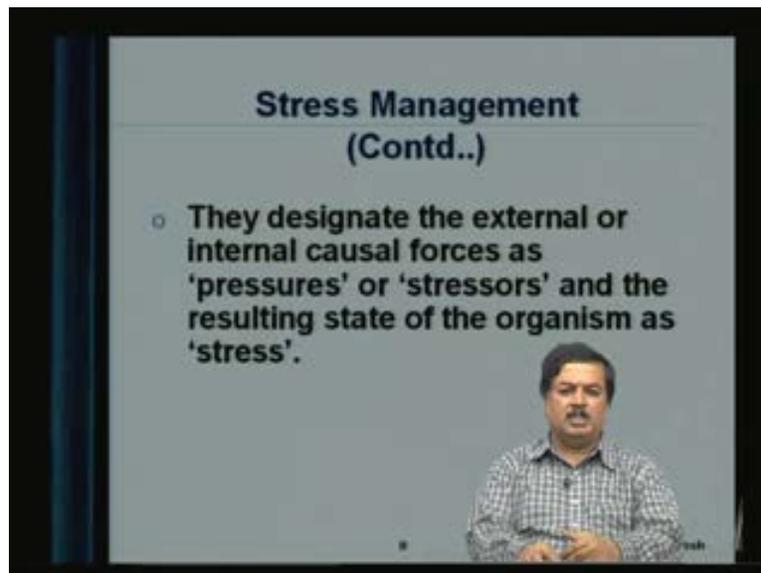
I think the word here is the taxing, see the taxing means it is again what we saw the kind of a pressure on the physiological, social and psychological systems we will elaborate on these three classes of systems but then and the response of the systems that means when it is put on pressure sometimes it is physiological stress, sometimes it is the social stress, another time it is we can classify it as psychological stress, sometimes it is psycho social kind of a stress. So it is in terms of the how the system is able to deal with or cope with but the taxing is the keyword it puts that kind of a pressure on the individual. Cooper and Marshall visualized stress as characteristic of both the focal individual and his environment.

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So that is individual in relation to the significant others, significant things happening around him you know sometimes same even people are able to deal with, sometimes same situation people are people fail to cope with. So that means it is basically the individual differences, individual style of thinking and functioning and also in terms of the environment how set of things come together or how set of things can come at different points of time. So the how the environment also puts pressure on the individual. So it is then one can see the stress is a kind of a characteristic of both.

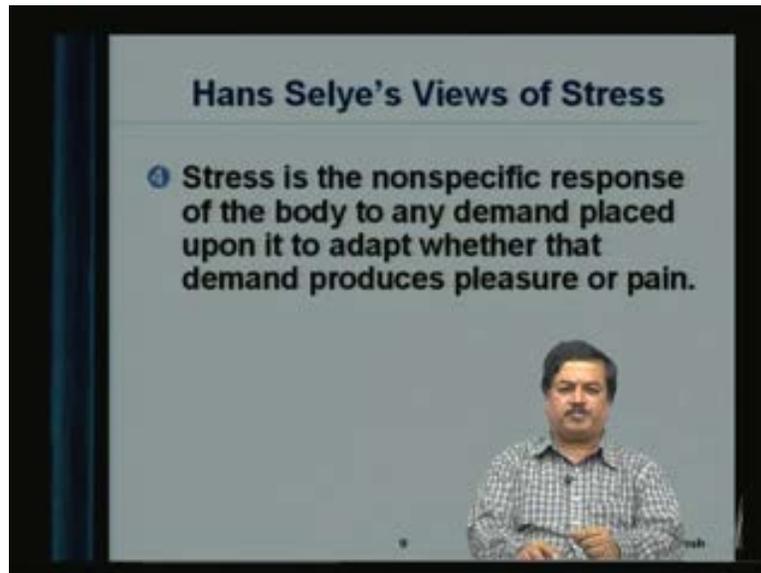
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So the question is the they designate the external or internal causes for casual forces as pressures or stresses and the resulting state of the organism is the stress. So the pressures are could be many of for the within the individual there are some people by personality, they get agitated, they are much more emotional some people can take many task at a time what people call they do the multitasking but there are some people they get, they get highly emotional when they have to deal with multiple things and similarly, the external things in terms of the pressure or the stresses is the life events where losing of the job the you know the death of an important person in their family or in the organization where the where the one has to learn some new task and you know new situations.

So these are all the kinds of stresses, so the pressures and stresses are there in the individual as well as in the environment and the resulting state of the organism, individual experiences is what could be called as stress. So it is the stress is the non-specific response of the body. So that means you are not really talking about which kind of stress really but you are the all at time you are reacting to these stress and stress prone situations and the it is the there is a kind of a generic situation within the body to meet any of those demands placed upon and to adapt to the to the demanding situations. So it is it produces that kind of a pleasure or pain within the system.

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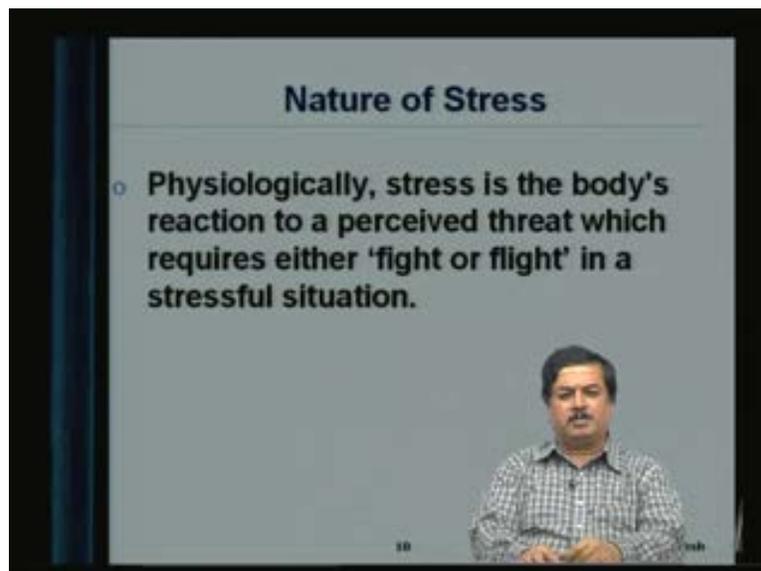
Hans Selye's Views of Stress

- ④ **Stress is the nonspecific response of the body to any demand placed upon it to adapt whether that demand produces pleasure or pain.**

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So it is the stress is you cannot relate only to these stressor so the each stressor comes but you cannot say this stress can be attributed but stress is a kind of a nonspecific response very rarely you can link to the nature of a stressor, nature of pressure one one has on the job to a particular stress experience coping yes, sometimes the coping can be related to the nature of stressors.

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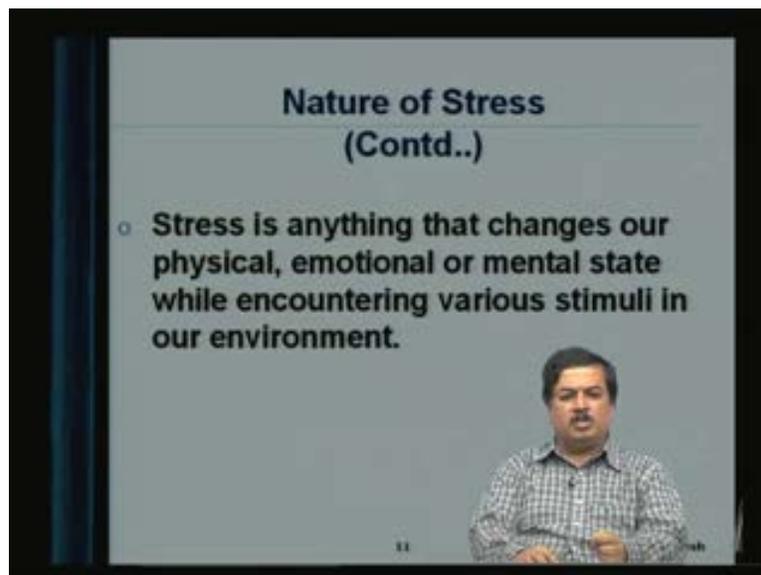
Nature of Stress

- **Physiologically, stress is the body's reaction to a perceived threat which requires either 'fight or flight' in a stressful situation.**

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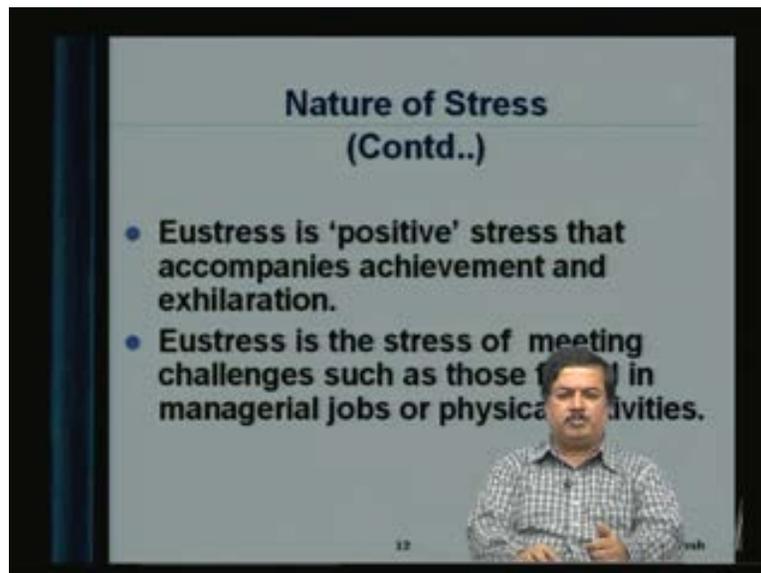
Let us look at the nature of stress, so you know the physiological stress is the body's reaction to the perceived threat which requires either fight or flight in a stressful situation. So in other words you suddenly you know you may see snake, so then well before you think of what is to be done. So there is the body reaction I think the body generates that extra energy in the person know suddenly then adrenal levels are high. So the physiological stress is the body's reaction to a perceived stimuli perceived threat. So which requires either fight or flight, so you may run from that situation or you may go and attack and correct it but the both demand the extra energy, so that what is happening in a stressful situation.

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So then the stress is anything that changes our physical emotional or mental state while encountering various stimuli in our environment. So people also see the stress is something which could be seen as a kind of a response of in terms of the changes, physiologically, physical emotional where the person gets into a fitter rage and there is a kind of a mental state while encountering the situations or the kind of a stimuli in the in the environment.

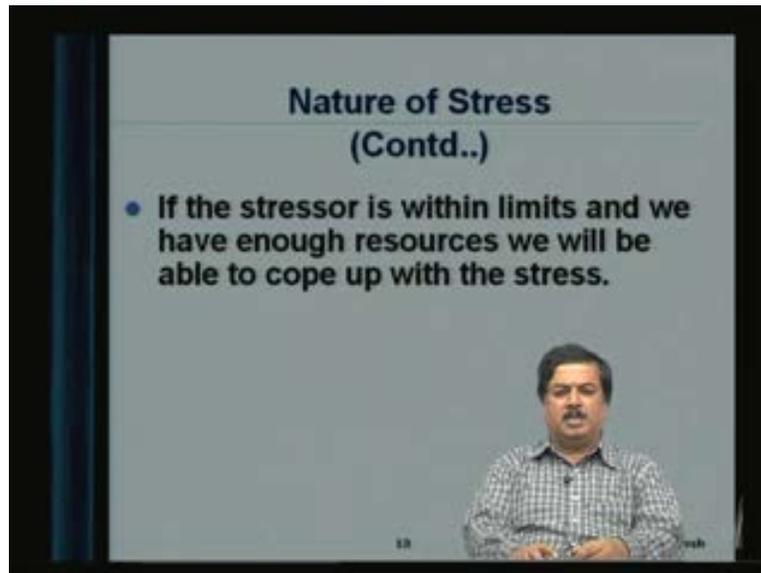
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So the question is this generally the stress is seen as negative, they seen as negative because it contributes to that kind of a breakdown, it contributes for that inaction of the individual and most of the time it puts that kind of a pressure but so the nature of stress has been put into two categories, there is a eustress and the kind of a distress eustress is seen as positive stress that accompanies achievement and exhilaration. So people do take this kind of a physiological stress as a part of the exercise if you go and see somebody working on aerobics, no doubt they are finding it very difficult it is stress prone, people stretch and then they enjoy that kind of a stretch.

So these are quite basically could be called as a kind of a positive stress, the eustress is the stress of meeting challenges right so on, so there is that is the word that stretch, so that means you will see how much I can do so that is and also it happens in the managerial jobs or in physical activities people try and do more and more and more for anyone else outside it is tough to handle and anybody else can think okay somebody will have breakdown in your situation but the person who is involved the person who thinks that he can he is enjoying the task and enjoying the situation not having the task not having the activities could become a very stress prone situation.

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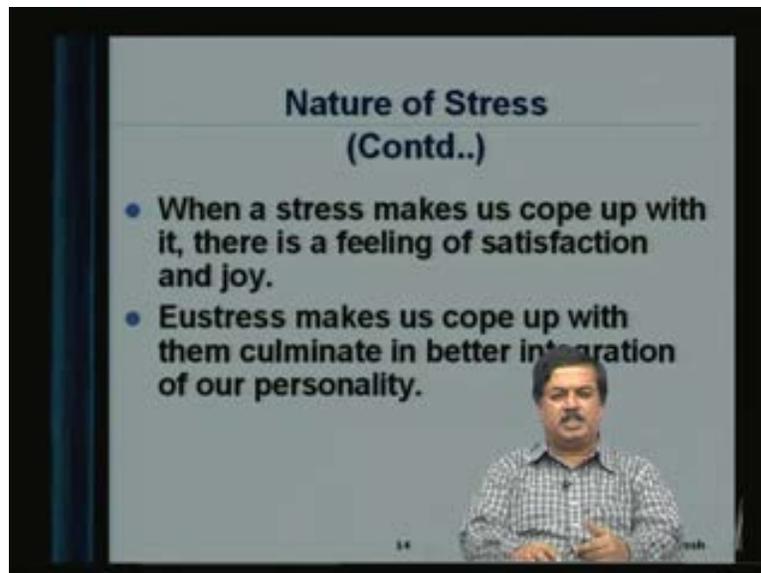


**Nature of Stress
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- **If the stressor is within limits and we have enough resources we will be able to cope up with the stress.**

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**Nature of Stress
(Contd..)**

- **When a stress makes us cope up with it, there is a feeling of satisfaction and joy.**
- **Eustress makes us cope up with them culminate in better integration of our personality.**

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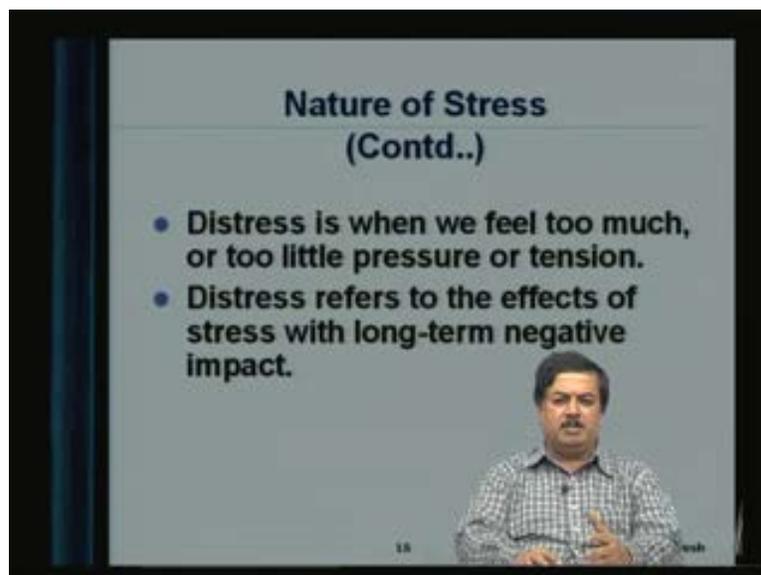
So that is how just doing the work itself or doing more work itself cannot be perceived as a stress prone situation but here that more work, more variety of work, more demanding work more challenging work that individual is trying to enjoy. So the eustress is that stress of meeting those

challenges and once people meet those challenges they also understand their limits and then they have enough resources to cope with those demanding situations.

So the eustress build that kind of a positive view of what one is capable of what one can stretch but then but when a stress makes us cope with cope with it there is a feeling of satisfaction and joy in a positive mode and that is how the eustress makes us cope with them and culminate in what people call it as a kind of a better integration of our personality. So you feel good about it, you feel great about yourself you think that you have enjoyed that task you have also contributed you have made a difference but no doubt.

So people then articulate it in different ways people are working so hard in a tsunami kind of a situation or when people donate blood but they also work day in and day out depending on the kind of crisis situation what is the being faced by the others, it is no doubt stress people loosely but the they feel good about themselves because they are also contributing.

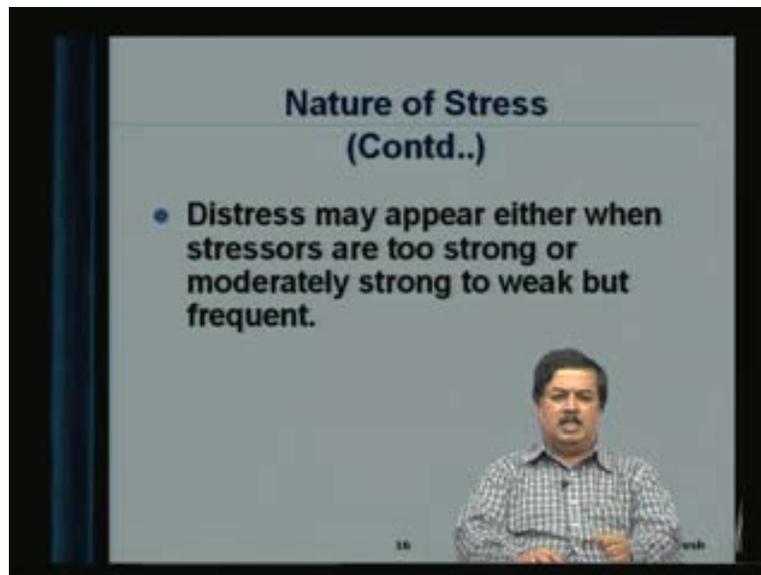
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So I think that is the positive aspect of the stress but there is also another side is the distress is when people feel too much or too little pressure or tension. So the work overload or work under

load both can bring this kind of a pressure and tension and distress refers to the effects of stress with long term negative impact. So it has a the that means it accumulates in terms of the feeling, in terms of the disappointments and then it shows up in in different ways.

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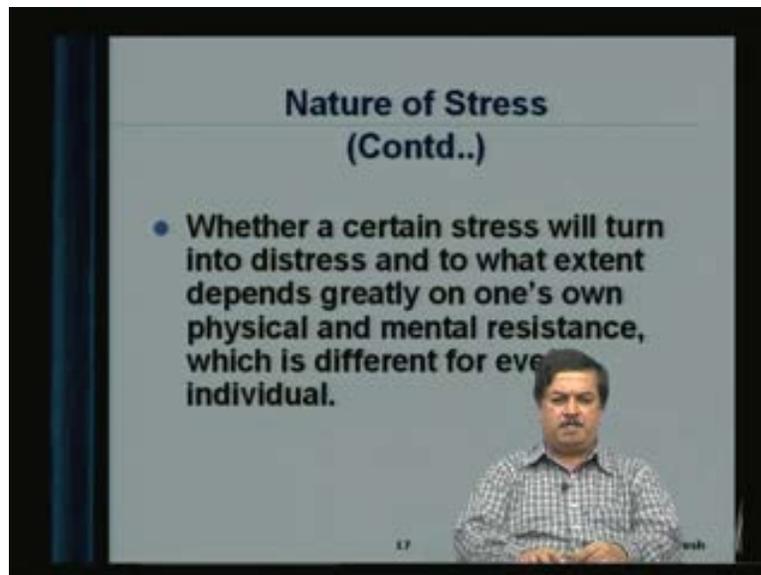


So that there is a long term negative impact and distress may appear either when stresses are too strong or moderately strong to weak but frequent. So there is when people are exposed to the similar situations which they do not like which also produces a degree of helplessness in the individual that they are not in a position to define the situation that they are not in a position to control there own reactions I think that is time where the individual feels extreme degree of a distress. So one can view stress and distress as both a kind of a positive as well as the negative.

So question is whether a certain stress will turn into distress and to what extent depends greatly on one's own physical and mental resistance. So if somebody has okay up to what time I can take this stress do you think that I will have a breakdown at a later point of time say nobody can really can say but definitely one can, one can see upto a point yes, you will be enjoying and then you will start showing some cracks here and there. So there is a physical and mental resistance for each individual and then so then it is so different from one individual to the other and that is

how some people are able to sit and smile in a very very difficult situation at there are some people who just want to run away from it and there are people who cannot even think about those situations.

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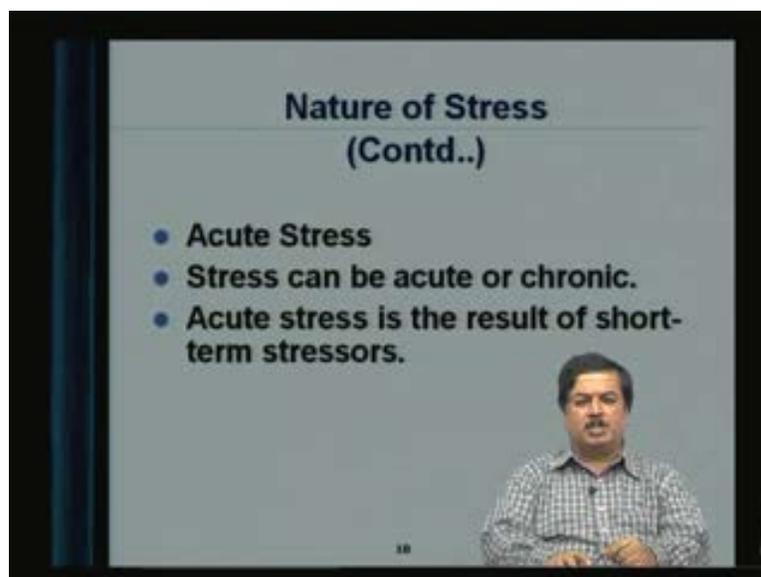


**Nature of Stress
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- **Whether a certain stress will turn into distress and to what extent depends greatly on one's own physical and mental resistance, which is different for every individual.**

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**Nature of Stress
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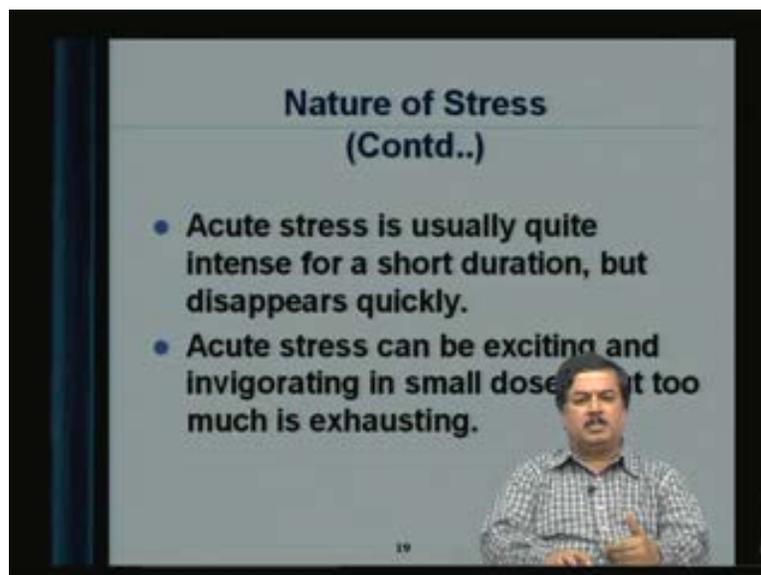
- **Acute Stress**
- **Stress can be acute or chronic.**
- **Acute stress is the result of short-term stressors.**

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So the people basically differ in terms of the experiences in terms of what they can do and also they react to the stress of not only themselves but also to the others. So the individual differences is an important aspect to be considered when somebody is talking about the stress, one can also think in terms of the acute stress, acute stress is the different the at different points of time what one would experience but then you will also see the stress can be acute as well as chronic sometimes you have the same stress over a period of time, so acute stress is the result of short term stressors.

So that means you know the what we have seen a could be a kind of a the any may be a death or you know loss of the spouse or it is the loss of job. So many of these things that they which happens at a point of time but the there is an intense experience, there is an intense feeling, there is an intense helplessness among or the to the person but then one can also see what needs to be done when you see the acute stress but it you it is also in terms of the intensity right it is intense but for a short duration and then it will disappear quickly.

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**Nature of Stress
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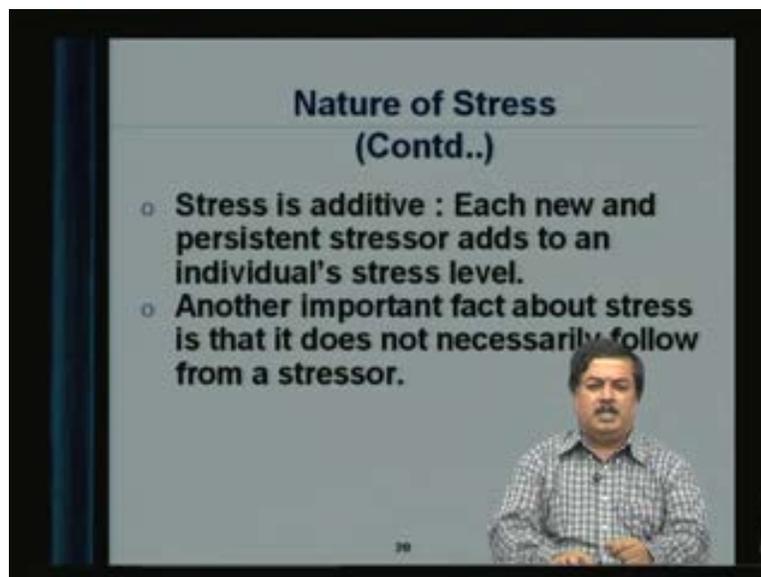
- **Acute stress is usually quite intense for a short duration, but disappears quickly.**
- **Acute stress can be exciting and invigorating in small doses but too much is exhausting.**

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So that is how we know some stresses even though it is very acute and the that day that particular moment that individual would feel, now it is the end of the world but end of the world feeling

will be there for few days or a few moments and then the individual is able to think about it do something about it. So it disappears quickly, so the acute stress can be very exciting you know invigorating in kind of a small doses but too much is exhausting. So you the you know see the intensity of the stress how much it comes sometimes it is really the person is drained out, person is not able to react person is able not able to state anything when they experience that kind of a shocks.

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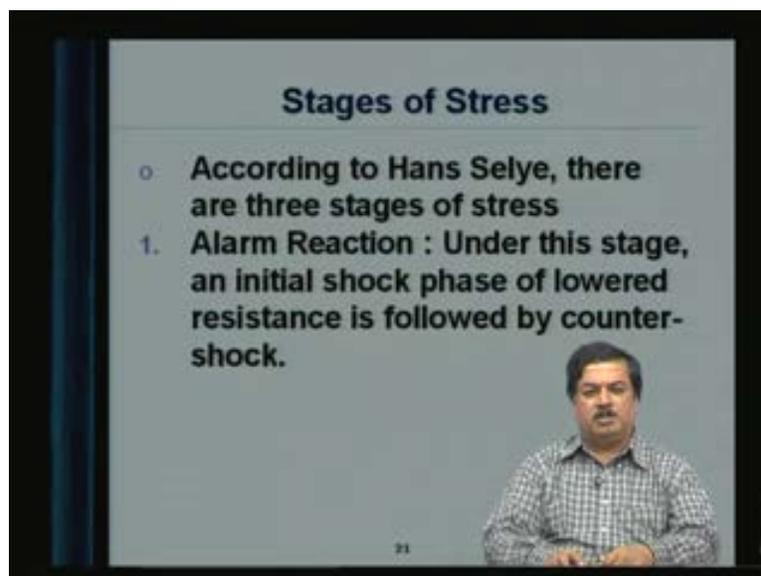


So the acute stress is talks about those stress which gives that kind of a momentary shock to the individual builds that kind of an incapability to handle that particular situation the the stress is also additive. So that means when we are talking about today the the stresses each new and persistent stressor adds on to an individual stress level. So that is how you see when for example people leave the house but morning there are many many situations in the house may be no water, no electricity and no breakfast or vehicle will not start, so there are could be many of these things when you before you leave the house, so then you get on to the road, so when you get on to the road then you see every light is showing you the red.

So now each time when you see the red light you know you are reacting to so it is so whatever has you are built off built it, so now it builds further as you are going then as you reach the office where is no parking place then you know these a few more things will happen but somebody whom you think should have told you good morning may not say good morning you know that is the time where you are already you are into a boiling point.

So people view these things it each of this adds to one's own stress level and then finally when you sit on the job when something comes you suddenly you have a it a you may shout at the other person or you may react in an most inappropriate manner but normally you are not like that but it is the stress bound reaction and people thinks something abnormal something is wrong thing but then there is an accumulated thing over a over a period of time, over a it is not necessarily in the same day different point of time but people do keep all these things in them.

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The image shows a video frame with a slide titled "Stages of Stress". The slide content is as follows:

- o **According to Hans Selye, there are three stages of stress**
- 1. **Alarm Reaction : Under this stage, an initial shock phase of lowered resistance is followed by counter-shock.**

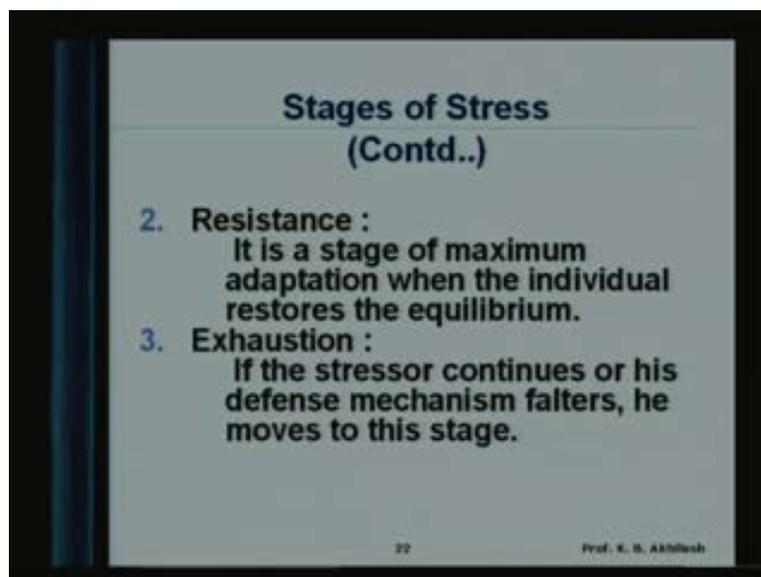
In the bottom right corner of the slide, there is a small inset video of a man with a mustache, wearing a checkered shirt, who appears to be the presenter. The number "21" is visible at the bottom center of the slide.

So another important fact about the stress is that it does not necessarily follow from a stressor. So it is not that one and then you react in some fashion kind of a thing it is over no, the stress and the stress reactions are additive in a sense, it is it keeps on adding and then depending on the individual how much you are able to forget and build a new story or you carry those old things in

your mind and then when from you move from one to the other levels. So there are many who have talked about when particularly the Hans the there are three stages of stress.

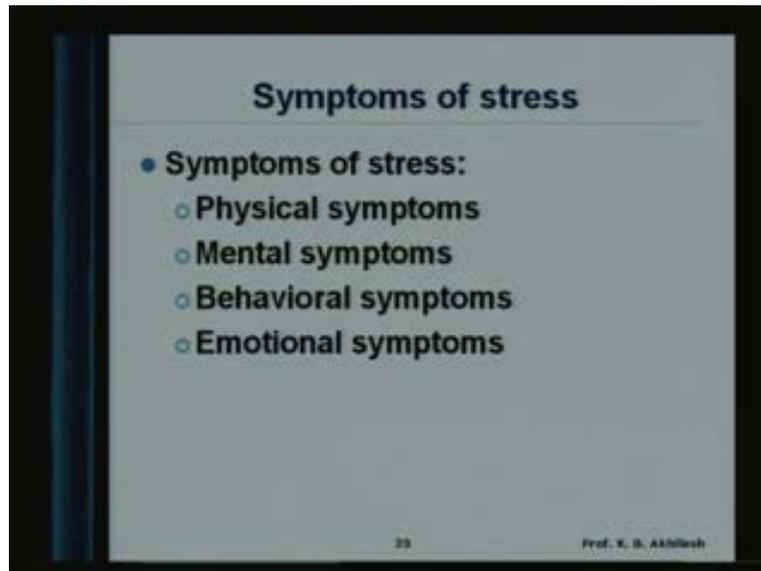
So there is an along reaction under these stage an initial shock phase and of lowered resistance is followed by a counter-shock. So that the you know the you know the body reacts at then you know something that immediately who can activated then you want to take care of the situation. So the this is one we know the various see that kind of an immediate kind of an jerk reactions then resistance it is a stage of maximum adaptation when the individual restores the equilibrium you come back and then see the situation of what could be done but then there is an exhaustion.

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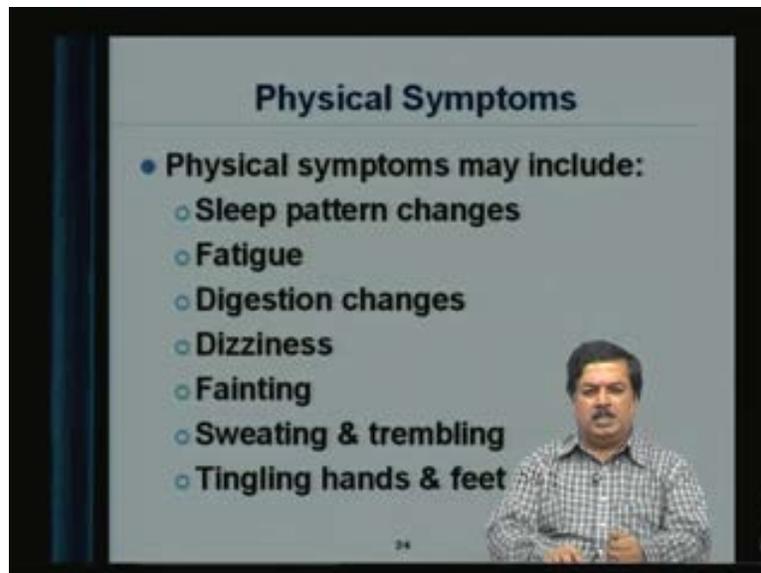


So it is stressor continuous and so now you see your defense mechanisms are not able to cope with and this is the stage where the you move to this exhaustive that is you are not in a position to deal with. Let us look at the you know people have studied we can elaborate on those but see the symptoms of stress, symptoms of stress are physical symptoms mental you know the symptoms and the behavioral symptoms and then one can also see the emotional symptoms.

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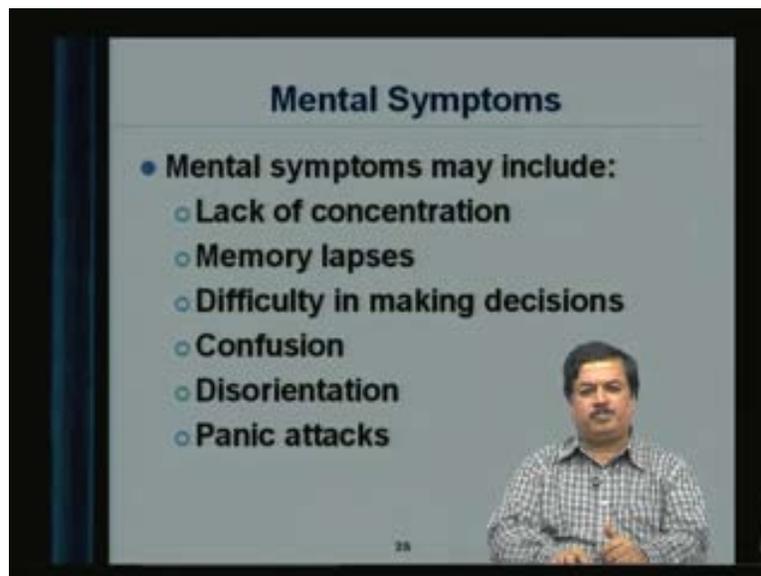


The physical symptoms may include many things you know the sleep pattern changes that means as you go to the bed you are not able to sleep for few hours, you fought with somebody or someone has shouted at you or it is the arguments in the work place or you have so much work even when you go to the bed you are only seeing your files what you should have cleared. So

these there is a sleep pattern changes so that means it takes some time for you to you go to the bed it might take couple of hours may be more hours to sleep otherwise, you would have slept as you go to the bed, so sleep pattern changes are there and similarly when you get up in the morning you may feel that kind of an exhaustion, fatigue is another thing where people feel all the time yes, I am not able to do much and then you know you are the so you are you are feeling that continuous that exhaustion and the not able to react.

So the fatigue is another thing the digestion changes are there suddenly, you are not able to eat because now even though food is there it is not going to be it is not so tasty, so this you are not able to eat or you may eat so quickly, so that you want to run. So then you know the digestion changes are there you feel suddenly the loss of appetite kind of the thing then dizziness maybe there suddenly you feel no no hold on kind of a thing and then you know the fainting. So people also collapse or sweating and trembling, so the very clearly when people are asked to go on make a speech. First time you know when you have to do that you are completely you know your body is reacting to that sweating and when they hold the mike you see the trembling.

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Mental Symptoms

- **Mental symptoms may include:**
 - **Lack of concentration**
 - **Memory lapses**
 - **Difficulty in making decisions**
 - **Confusion**
 - **Disorientation**
 - **Panic attacks**

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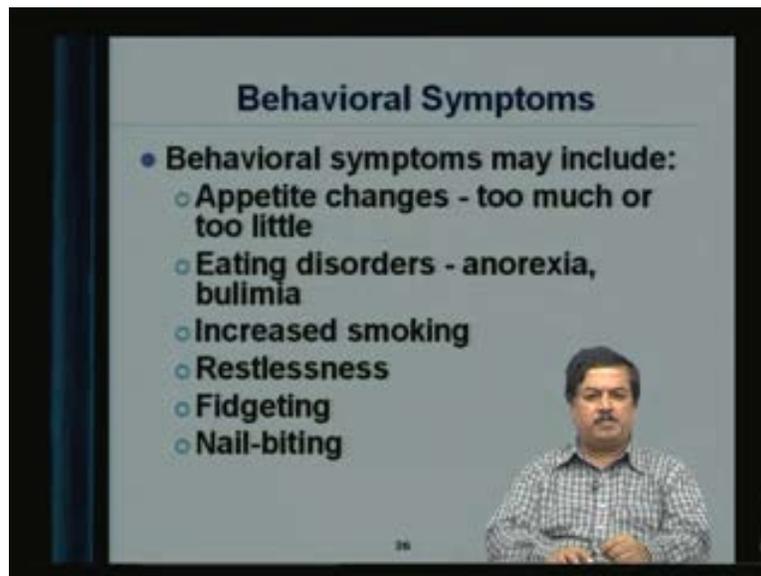
So the you know that is a kind of an initial the body is trying to cope with that kind a stress situation tingling hands and the feet. So it is the you know it is many people experience that either sweating hands or some cold hands, cold feet. So suddenly you are not in a position to react, you are not in a position to speak, you are not in a position to see the crowd before you all these are part of that kind of a physical symptoms. It is not exhaustive listing but some illustrative listing similarly there are mental symptoms may include the following things one of the things is that lack of concentration that you are not able to say what you want to say, you are not able to focus on and then suddenly the memory lapses you start thinking about what is that I was saying.

So when you are thinking about it then you know your memory lapses you are not able to quote and give that kind of a cross references or which you have read and you are talking to the group so suddenly you will think that you are not able to recover from that loss of memory and then similarly the difficulty in making decisions. So suddenly the that you think of many alternatives but each of the alternative force a kind of a big problem not so you just want to hold on confusion so when people are in stress the they open some chit they write read some numbers but up to obviously, they really do not know what is that they are looking for address or the telephone number, name or something.

So they have so much of confusion people get in to that kind of a stress you have seen that kind of a mental reactions when people are like sometimes in the bus stations or the airport or a kind of a thing, they think that already they are late and then the documents are not organized properly and then they read they are not in a position to read that they read something else. So confusions of that nature where under the stress they may read some number or something else so there is a disorientation of what is to be done where I am going or what is that I should do and also some kind of a panic reactions and panic attacks suddenly people get disturbed, they may drop something, they may sit in a place many of these things. One can also see a behavioral symptoms behavioral symptoms may include as we talked about this sleep related things or appetite changes so people eat too much or too little. So suddenly people gain weight when they are under the very severe stress situations and you are also seeing that kind of an eating disorders. So

anorexia is a kind of a where the people do not eat and then there is increase smoking restlessness.

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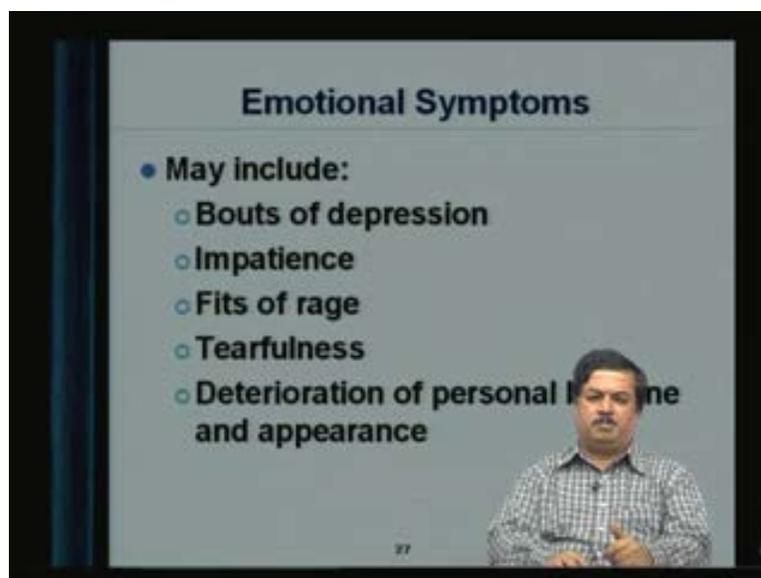
Behavioral Symptoms

- Behavioral symptoms may include:
 - Appetite changes - too much or too little
 - Eating disorders - anorexia, bulimia
 - Increased smoking
 - Restlessness
 - Fidgeting
 - Nail-biting

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Emotional Symptoms

- May include:
 - Bouts of depression
 - Impatience
 - Fits of rage
 - Tearfulness
 - Deterioration of personal life and appearance

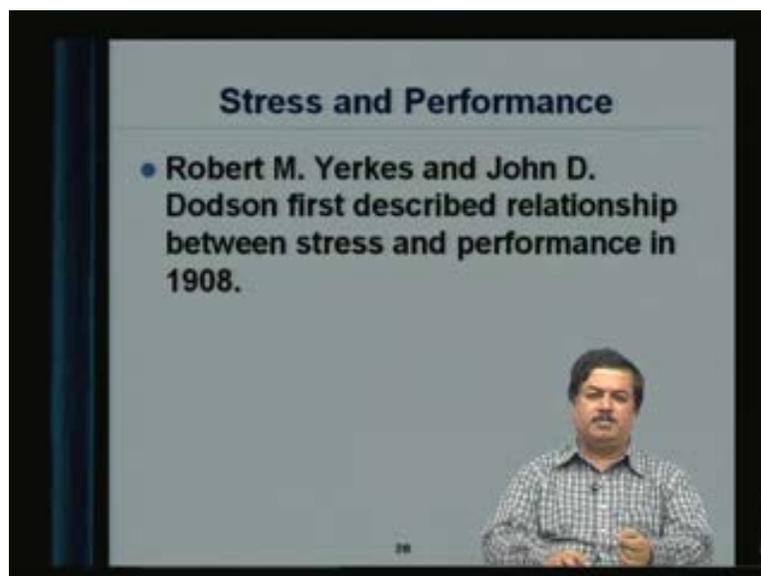
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So it is they are not able to sit stand in one place not able to concentrate, nail biting, fidgeting these are all the kinds of things what one can see so as the person is moving continuously from one to the other. So then I asked what is the problem do you have stress, so one can see based on some of those behavioral symptoms and particularly when people do not eat properly and then they say that no I am very hungry or do not have an appetite at all not able to sleep for this kind of a nail biting. So many of these things too gave that kind of a behavioral symptoms of the individual under stress bound situations, I think one should also separate this as emotional, emotional symptoms, emotional symptoms may include bouts of depression.

So the so people go through this they do not get up get out of the bed they sit in one place continuously they do not like to talk to anyone they do not like to react to anything or otherwise is a kind of an impatience they do not want to wait for anything then you know they they shout at the other person, they demand things that fits of rage or sometimes they go to the level of crying so suddenly, they have breakdowns and also the deterioration of personal hygiene and appearance.

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So that means they do not care for anyone else so they dress in a very awkward manner and also they appear, so that is the personal grooming and the personal appearance is if we will see that the individual is having some kind of a problem. So people may not take bath, so to many things which you will see that there is a personal hygiene issues, so the so the emotional symptoms is one of not caring and this non caring coming out of that kind of a depression or internal disturbances making them to react to the other person in a very sharp fashion and sometimes they may also enjoy this kind of a sharp reactions to the other.

So the emotional symptoms also talks about at some levels, so the Robert Yerkes and John Dodson's first described the relationship between stress and performance way back and the in nineteenth eight but there are several studies and the principle what they talked about is that that is a certain point the specific amount of stress is healthy. So that means some level of stress is always good otherwise if there is no stress of the examination people will not prepare, they do not read, they will not do that kind of a the home work or the repetition and then understanding and many of these things, they will not one will not do if there is no stress.

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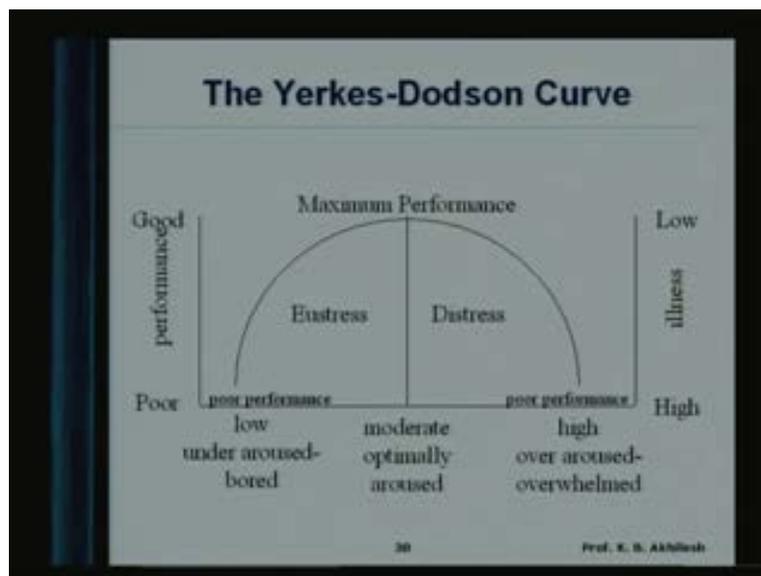
**Stress and Performance
(Contd..)**

- **The Yerkes - Dodson Principle implies that to a certain point, a specific amount of stress is healthy, useful, and even beneficial. This usefulness can be translated not only into performance but also into one's health and well-being.**

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So that means stress is healthy that threat is useful and sometimes even beneficial for the individual, do individual to see but then you know this that means you know you have to see how to create this required amount of stress which is positive. So usefulness can be translated only into performance but also into one's health and wellbeing. So that means people do get excited around this eustress but then you know what we are talking about is good performance.

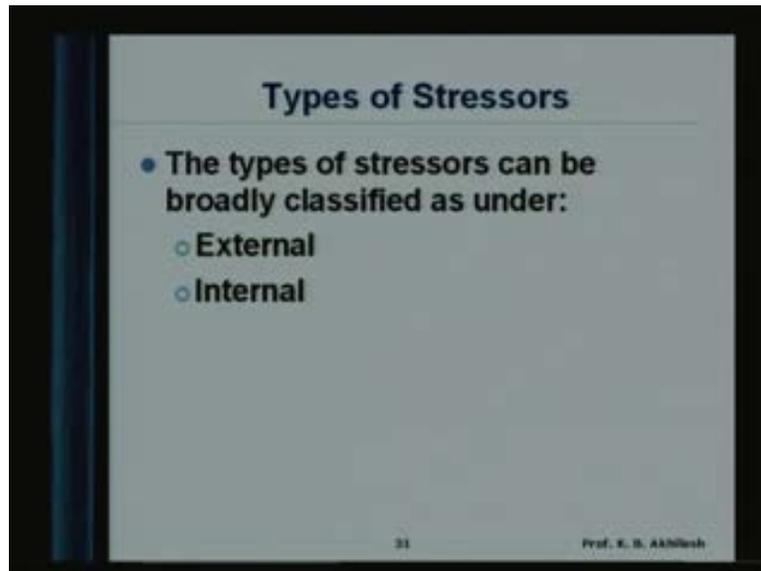
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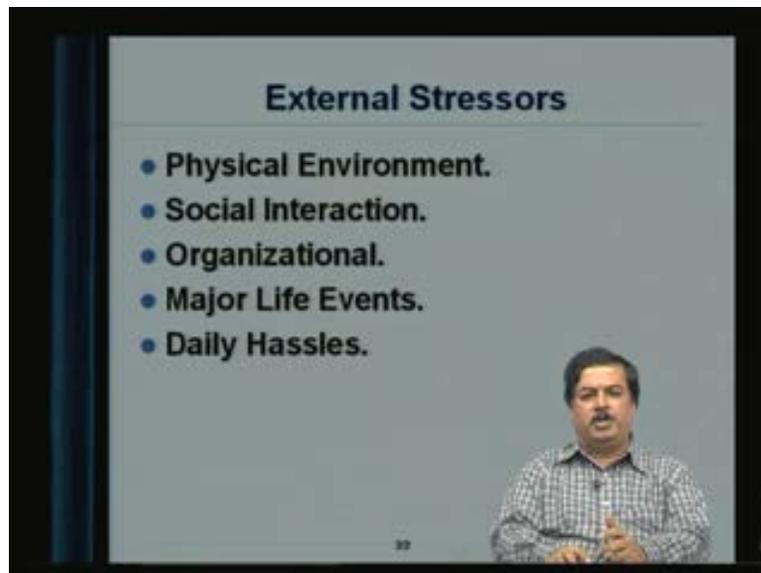
So in the in this small will you can see right the poor moderated high also you will see the poor performance and there is also poor performance at the end in the circle and then you are also seeing the performance and illness. So on the one side illness is high and the illness is low, so upto a some point you know you will see that the curve is moving.

So there is a maximum performance but then moderate optimally aroused kind of an individual and then you know there is the positive stress but then you start seeing the distress coming in and then as that stress increases it results, it affects the that kind of a performance and then and the highest level you will see the performance breakdowns and the disorganization of the personality and also not able to cope with this situation. So then what you are trying to see essentially is that what can be classified this stresses as external as well as internal.

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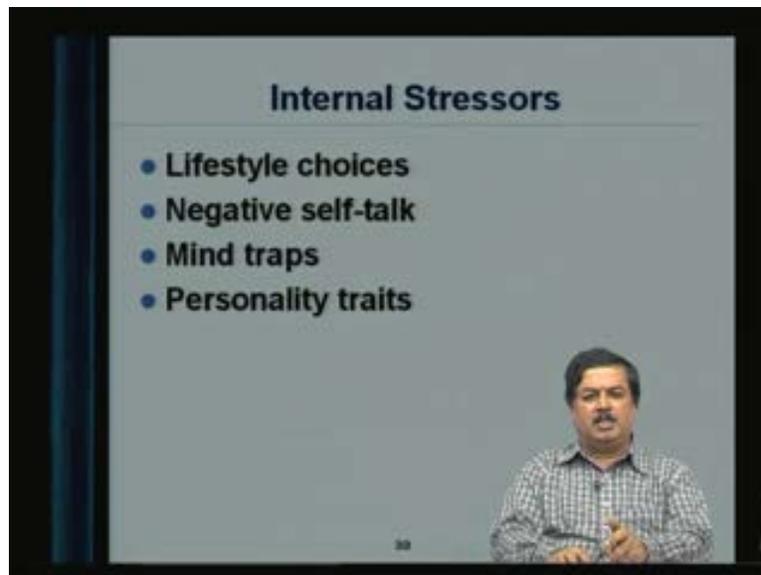
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So the types of stresses are broadly classified and then one can elaborate on this. So the external stressors as we know include the physical environment, social interactions set of things happening at the organizational level then there are major life events and also the daily hassles, hassles of the reaching the workplace, daily hassles of meeting all the basic requirements look at

each of the external stresses and then one can always see what impact it is. Similarly, the lifestyle at choices sometimes it is the what is that you want to pursue and negative self-talk, the mind traps as well as some of these personality traits.

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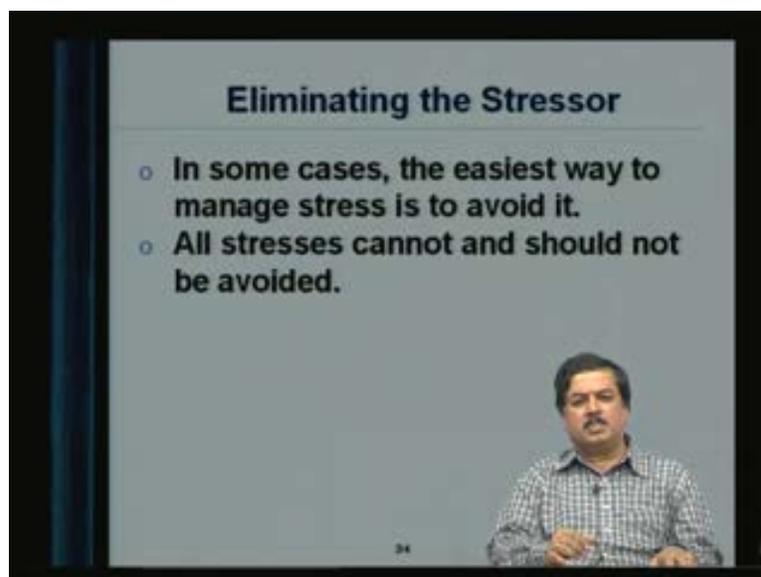


Internal Stressors

- Lifestyle choices
- Negative self-talk
- Mind traps
- Personality traits

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Eliminating the Stressor

- In some cases, the easiest way to manage stress is to avoid it.
- All stresses cannot and should not be avoided.

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So as we are seeing this that how to look at this and how to eliminate this stressor becomes very important that is where we will see external stresses again when you see the external stresses again there is the physical environment. So when you see the working conditions in the organization some of very noisy kind of an environment where there is a machine shop then you can also see there is so much of not only noise but also dust and heat. So these are all pretty exhaustive kind of a thing then you also have the social interaction where there are supporting colleagues is there it is good but non supporting colleagues where you have to do your most of the things yourself not enough opportunity to interact and share with anything and the organizational pressures on the individual.

So these are like typically the external things physical, social and organizational reasons and then you have the major life events. So the life events which can come at some point of time when we lose parents that is how people call as the midlife kind of a crisis, in a midlife crisis external stressors as well as the internal stressors are at a very high level and that is how people have heart attacks, people have that kind of a breakdowns, a midlife crisis what all things will happen if you see a that the individual has worked in the organization for some period of time usually 15 years to 20 years.

So no more somebody is going to guide you we know about what is good what is bad in the organization, you have to prove yourself to the others at the same time many youngsters would be talking different things and the new things. So you get challenge from the youngsters and the organization will be demanding much more look I have taken care of you for 10, 15 years no you gave much more.

So the organization is also demanding now they are investing less in your development less in your learning but they are more demanding in terms of deliverables and the contribution this is what happens in the organization but the life events if you see then there are changes, we have changes for the spouse level, you have learnt with this spouse for fifteen years you are not getting the same excitement same care kind of a thing what used to get and similarly, the kids they will reach that kind of an middle age they reach the teenagers and usually they react to the middle level person like you do not know how to speak, you do not know how to stand and the

you have to dress things like that and if you pick a dress for your teenage daughter or son then they say you do not know how to select any dress you do not have any more color sense or you do not have any fashion sense many of these reactions can come from your own close kith and kin then that is the time where the individual also loses one or more parents and when you see this life events if it all starts coming in the same time which people are marked around 38 or 39 sometimes goes up to like 45, 46, see if all of these things happen, happen at a same time then you know the individual is under great stress.

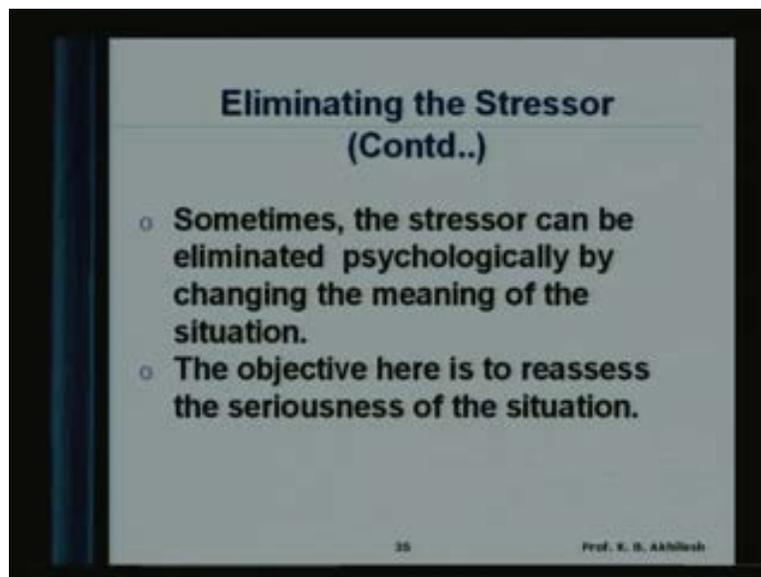
So that is where the physical environment the social interaction the organizational life events if all gets added to that kind of a daily hassles where you have to make decisions, you have you have tough union situations or you have tough subordinates or you also get into the vary of not made your own assets. So which can cause that you have to go for a new building or a new house many of these things will add and then create that kind of a stressor on the individual. So these are all this kind of an external stresses and we also talked about that internal stressors are this kind of a lifestyle choices in the middle ages start thinking what is that I have done, what is that what did I achieve for last 20, 30 years 25 years, what is that going to be my future choices.

So there are lifestyle choices people do make at this and then lot of negative self talk could be there I thought that I will become something like this but look at me what I have become today so people also pass negative judgments about themselves into the based on that kind of a self-talking then also the mind traps you are not able to think new possibilities, you think this is this is a kind of a thing and also the personality traits some people get worked up much more you get agitated. So this personality traits also can build that kind of a pressure where you see disappointments all around disillusionment at you know as you start seeing what people call it as that negative mind set and that is how the solution is told that be positive or positive living.

So but personality trait wise you are you have adopted a kind of a negative style of seeing. So you see only the you are become what people call it as not you know a kind of a pessimist and the you are not at all optimistic, you see the future as bleak and then you only see negative things around you. So these are all the things adds to that that internal stressors and building of the stress levels. So now the question comes where do we go about it so eliminating the stressor.

So as we seeing this eliminating stressor in some cases the easiest way to manage stress is to avoid it, so can we avoid it, can we eliminate it I think this is an important question but most obvious choice is that neither you can eliminate nor you can avoid it. I think that is where the stress has been seen as a as a part of the life.

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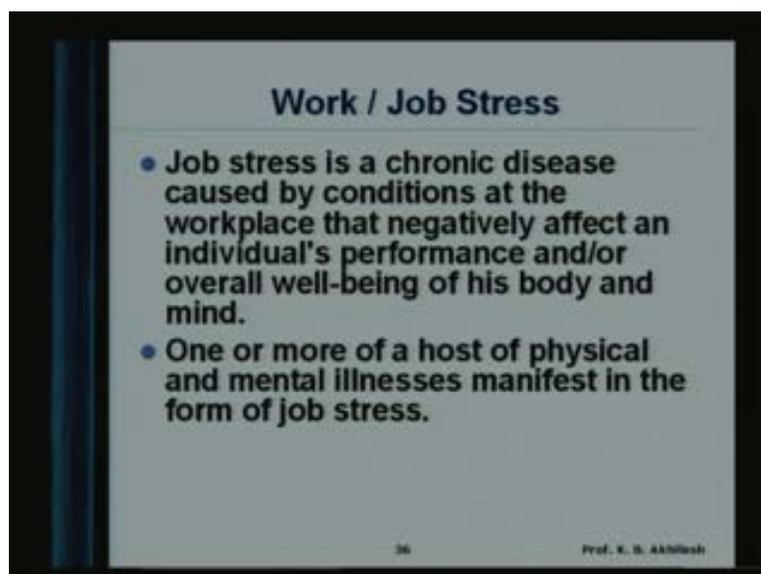


**Eliminating the Stressor
(Contd..)**

- Sometimes, the stressor can be eliminated psychologically by changing the meaning of the situation.
- The objective here is to reassess the seriousness of the situation.

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Work / Job Stress

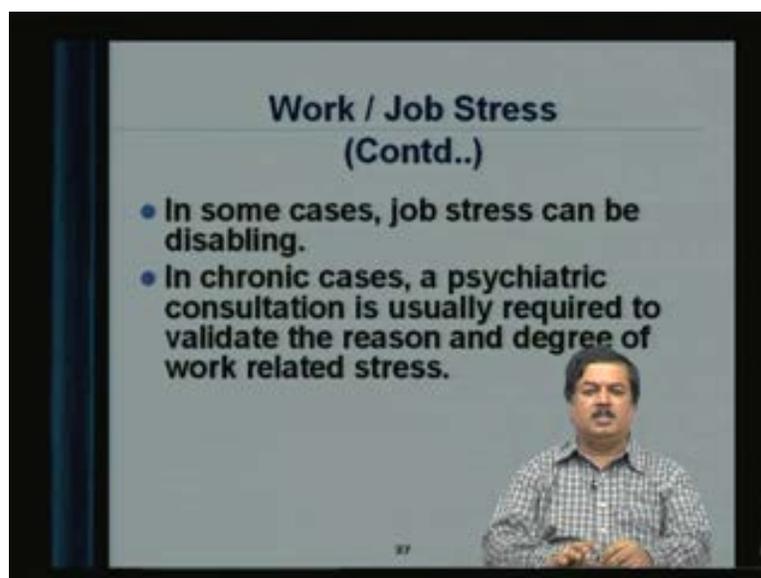
- Job stress is a chronic disease caused by conditions at the workplace that negatively affect an individual's performance and/or overall well-being of his body and mind.
- One or more of a host of physical and mental illnesses manifest in the form of job stress.

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So all stresses cannot and should not be avoided I think this is a nice statement to make but basically that one has no choice. So that where you see this this stresses can be eliminated physiologically by changing the meaning of the situation. So sometimes you may see yes whatever is happening it is happening for the good, whatever is happening I think some day will come so people do try and make sure the try and view that kind of a view. So one need to do that kind of a reassess the seriousness of the situation one need to see how to how to understand and how to cope with it. I think before we get on to the to the management of stress and coping with stress.

Let us also look at the work and the job stress, the job stress is a kind of a chronic use this word disease caused by the conditions at the work place and that negatively affect an individuals performance and/or overall well being of his body and mind, I think that is what we are talking about the job stresses in some professions it is much more it is much more exhaustive where people have to work continuously, people have responsibility for many things and people deal with the such situations continuously, they do have this stress the experience is blood pressure they have that individual breakdowns then they they become violent, they harass of the people and the non work situations so many of these things have been seen as a kind of this job stress.

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**Work / Job Stress
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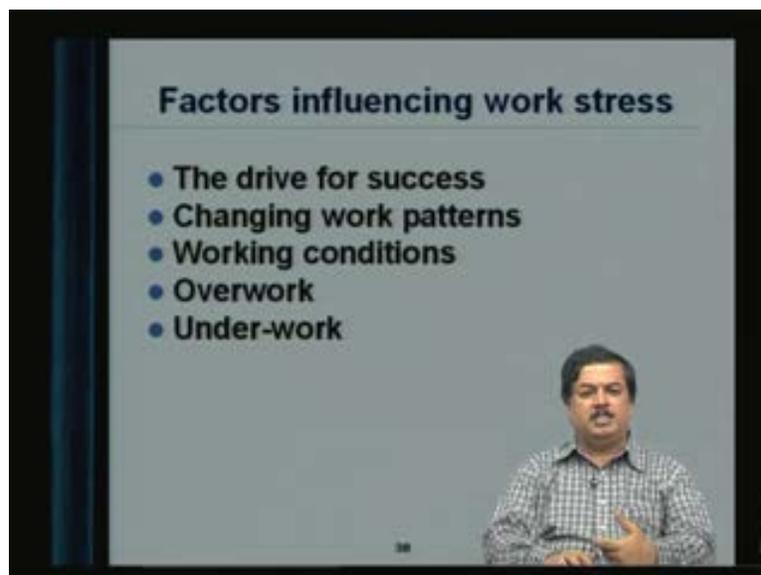
- **In some cases, job stress can be disabling.**
- **In chronic cases, a psychiatric consultation is usually required to validate the reason and degree of work related stress.**

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So it is a chronic you know it takes a form of a disease because that kind of a negative effects of the work place. So then one can also see this one or more of a host of physical and mental illnesses manifest from this job stress as I told you earlier the stresses are there but how this stresses, what is that coping it totally depends on the on the individual. So in some cases job stress can be very disabling in chronic cases, a psychiatric consultation is usually required to validate the reason and the degree of work related stress.

So people you see the get into the alcoholics alcoholism ,sometimes they get into the drug abuse, sometimes they are smoking, sometimes they maladjustments in their family, so many of these things can be attributed to the kind of work or the job stress. So it is it is to be analyzed and it is to be understood, so the factors influencing work stress is one of the common things what we are seeing is the drive for success. So people use this word the cut throat competition, so come what may you have to do things better than the other all the time you are comparing the perks, all the time you are talking about the what is that you will have to get.

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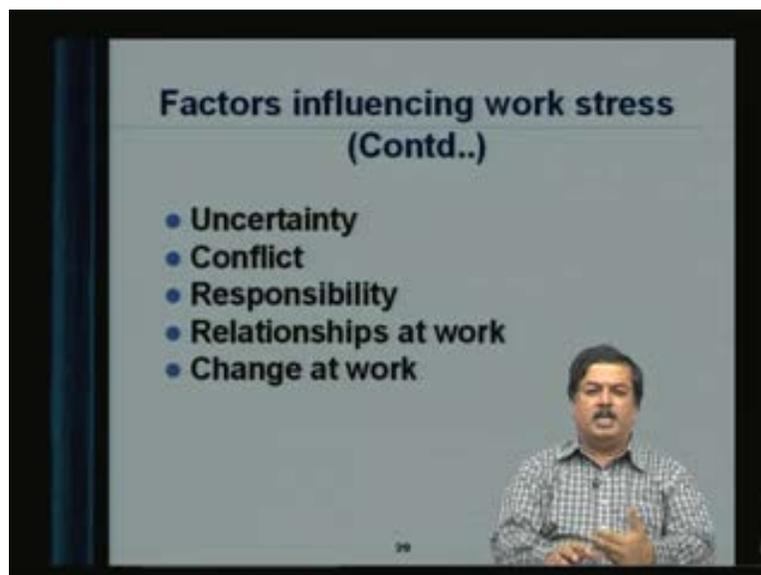


So then people work very hard people work very hard to derive every benefits whatever in terms of what they define is successes for success could mean somebody a house for somebody success

would mean a buying a house as well as a car success could somebody means many things you know the that means in a people are in pursued of that senses and then the other thing is in terms of the changing work patterns sometimes you are working in day time, sometimes you are working in the night time, some you are working in different for different clocks, problems of that nature and we also talked about the working conditions and then this overwork.

Today, we have seen in many of the IT companies people do start the work but as they go to the evening there are many demands they have to talk to the customer, they have to talk to the customer at different parts of the globe understand their concerns and there language and then they have to convert that day's task into the customer expectation then sometimes you have to rework it, sometimes you have to reject whatever you have done, sometimes you have to make sure that it meets the expectations of your customer. All these can be at the end of the day exhaustive, so people come and then the you know the so they do not have really time to interact with the with the family members or anything.

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So overwork is one of the common things the youngsters are feeling. So unless they use there week ends properly unless they do something about it they find it difficult to cope with and

similarly the under-work also we said it is a it is a problem situation where people do not get opportunities to prove themselves and contribute and being a significant member of the organization, I think this overwork and the under-work but you also see this uncertainty, uncertainty influencing where people do not understand the cause effect relationship, what do I have to do in order to get to move up in the organizational hierarchy why do so there is things will they become cut throat in terms of the competitive things when people do not know how to move, how to prove, how to contribute then you know it causes uncertainty.

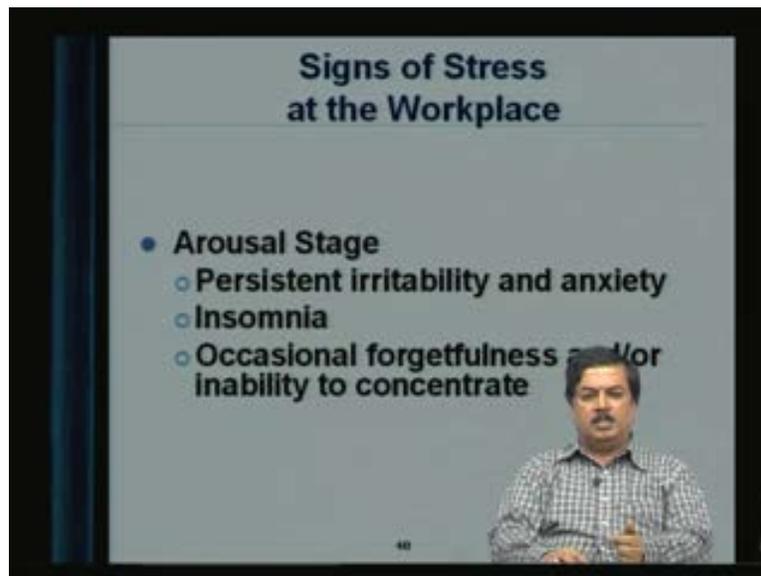
So people are not in a position when to react from the mix signals comes from the bosses or from the organization also we have seen conflict where the individual experiences the conflict with less with respect to there own roles and there is a problem what people have talked about the self role distance. So the individual feels that I should not be doing this kind of a work or I am too much more qualified to do this. So things like that also they contributes conflict role conflict particularly, the self role distance role ambiguity and these things too relate at to that kind of a stress reactions then we have also seen the responsibility.

So the too much of work load and people feel that they have to be coping with or they have to be they have a very high risk what they are facing on the jobs the responsibility where somebody has to handle cash in the bank and by chance there is some cashes missing you know that kind of perception could result in in feeling of that stress and also the relationships at work and also the change at work where some persons are different age groups but some age group people are comfortable to cope with the change there are some situation where you like people resist the change.

So resistance to change inability to cope with the change all will become part of that work stress. So the signs of stress at the workplace can be seen some at the arousal stage where persistent irritability, anxiety kind of a thing where you do not get that kind of a proper picture of what is going to happen and then you always get negative about the things happening around you I think I should not be here, I cannot tolerate this person. So the these kinds of reactions and then what these people are up to cannot they discuss openly and discuss and so they cannot they open up. So all these are part of part of that kind of an anxiety you also have this insomnia. So you as we

talked about that you forgetfulness, sleeplessness, they are not able to eat not able to concentrate these are all clear science of stress at the work place.

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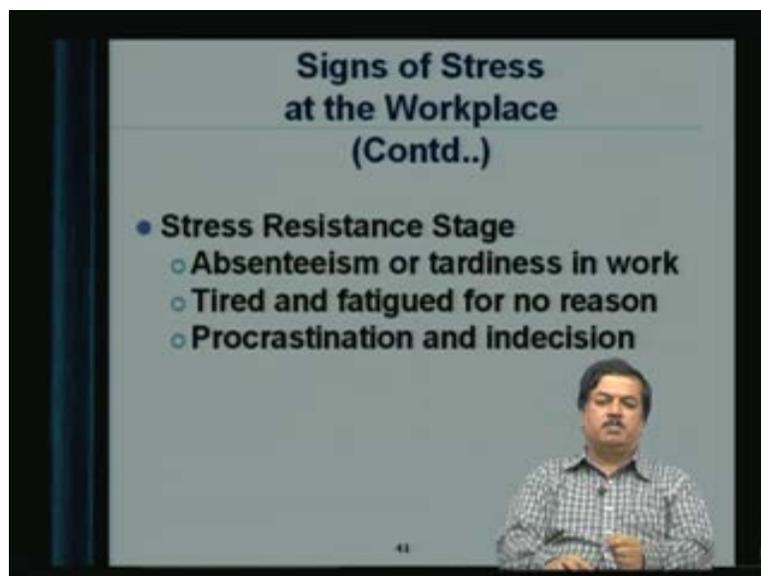
Signs of Stress at the Workplace

- **Arousal Stage**
 - Persistent irritability and anxiety
 - Insomnia
 - Occasional forgetfulness and/or inability to concentrate

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Signs of Stress at the Workplace (Contd.)

- **Stress Resistance Stage**
 - Absenteeism or tardiness in work
 - Tired and fatigued for no reason
 - Procrastination and indecision

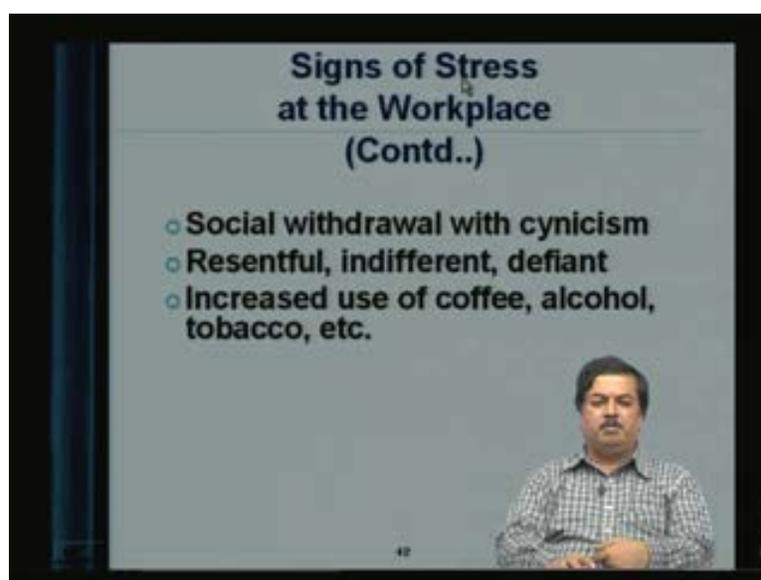
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So you will also see that people are not in a position to sit in one place, absenteeism or also the tardiness in work. So that they are not in a position to start the work at all as soon as they opened the accounts book then he tries to do thing but closes and then in you know then wait for some more things. So people want to read some manuals of the organization as they open the manual but not able to continue. So there is a tardiness this is the touch that tool but yes where are the because he is not liking the work, so and also tired and fatigue you know the you know the to for no reason, so the morning itself they are exhausted.

So if they are not in a position to concentrate so they think when the things are going to come to a close and also people doing this kind of a procrastination and then that indecision procrastination is a kind of a day dreaming. So you are all the thing I will do that you will I will do this, I am more capable of handling all that. So it is a kind of a day dreaming and also the social withdrawal with cynicism we all the time we think nothing is going to happen in the organization, organization is going to dogs. So people talking about that and when responsibilities have given you reject and refuse to do things, resentful, indifferent, defiant that is they are you are not obliging and also you see the increase the use of coffee sometimes alcohol and tobacco, smoking these are again set of clear symptoms of the work place stress.

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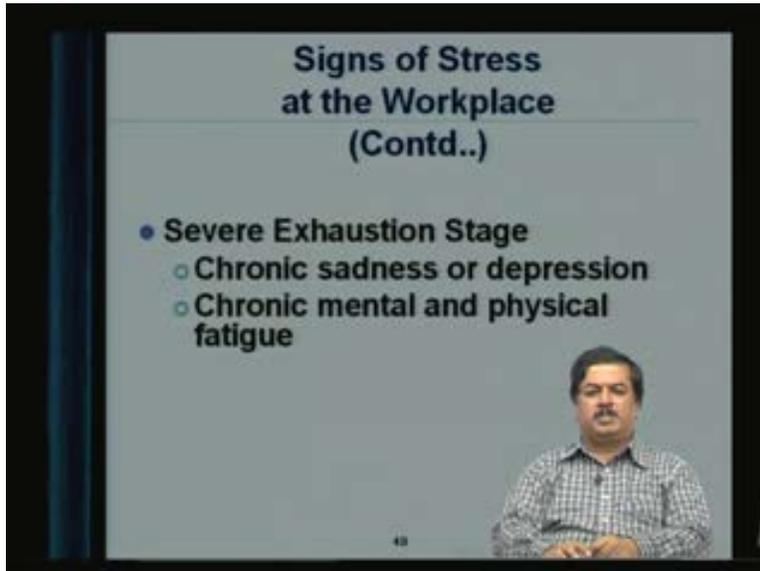


**Signs of Stress
at the Workplace
(Contd..)**

- **Social withdrawal with cynicism**
- **Resentful, indifferent, defiant**
- **Increased use of coffee, alcohol, tobacco, etc.**

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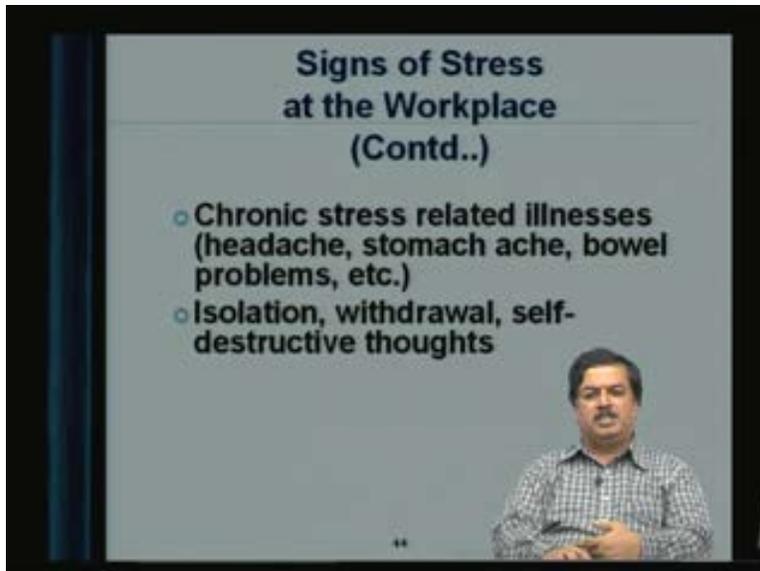
Signs of Stress at the Workplace (Contd..)

- **Severe Exhaustion Stage**
 - Chronic sadness or depression
 - Chronic mental and physical fatigue

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Signs of Stress at the Workplace (Contd..)

- Chronic stress related illnesses (headache, stomach ache, bowel problems, etc.)
- Isolation, withdrawal, self-destructive thoughts

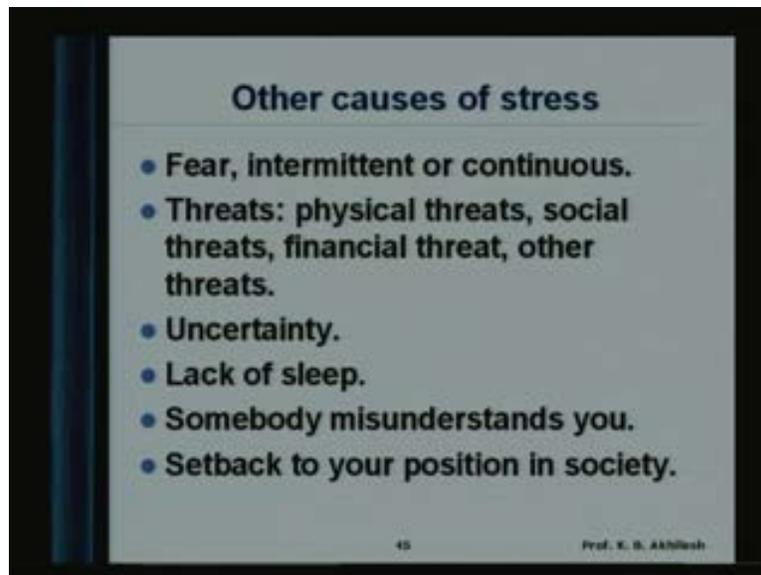
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So then you are the severe exhaustion stage were the chronic sadness or depression or the chronic mental and physical fatigue. So the organization the work place you can absorb these things and see the what is what is happening and also the chronic stress related illnesses what people have referred to headaches, sometimes stomach ache then bowl problems then we also

see the physiological things and isolation where people keep it themselves in a corner withdrawal from most of the activities, non participation also some kind of the self destructive thoughts where people think ok I will destroy everything around me one's own records.

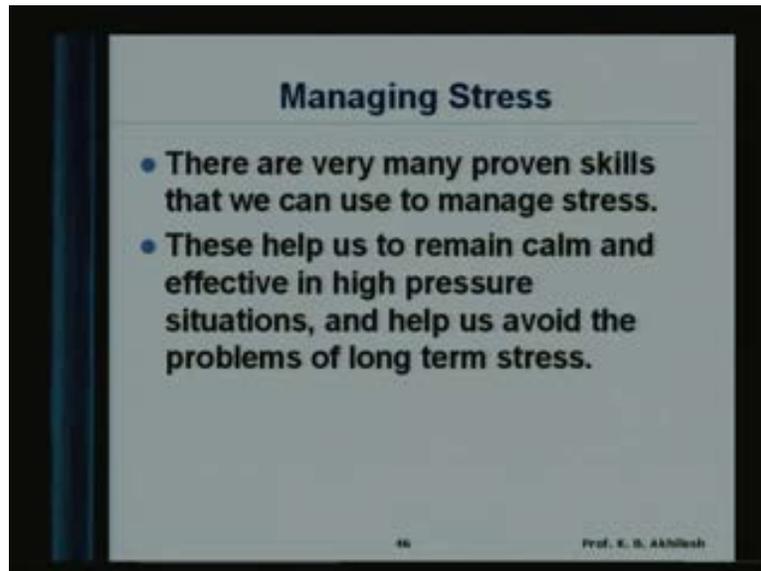
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So thoughts of this nature all are typical clear science of stress also one can bring this stress of the external also with one's own what we have talked about the kind of a fear, sometimes very intermittent or sometimes it is very continues. So people become anxiety prone and then there are threats, physical threats social threats financial threats one can put any number of this uncertainties, you do not know the connection between your cause and effect, lack of sleep somebody misunderstand, somebody misinterprets and also you think what is your position in you are the society if all those happens.

So that is where really one has to see all these are so common what to do about it managing stress. So there are very many proven skills that we can use to manage stress but these help us to remain calm effective particularly in high pressure situations and help us to avoid the problems of long term stress. So the question is what that one can do so these skills fall into three main groups some are action oriented skills.

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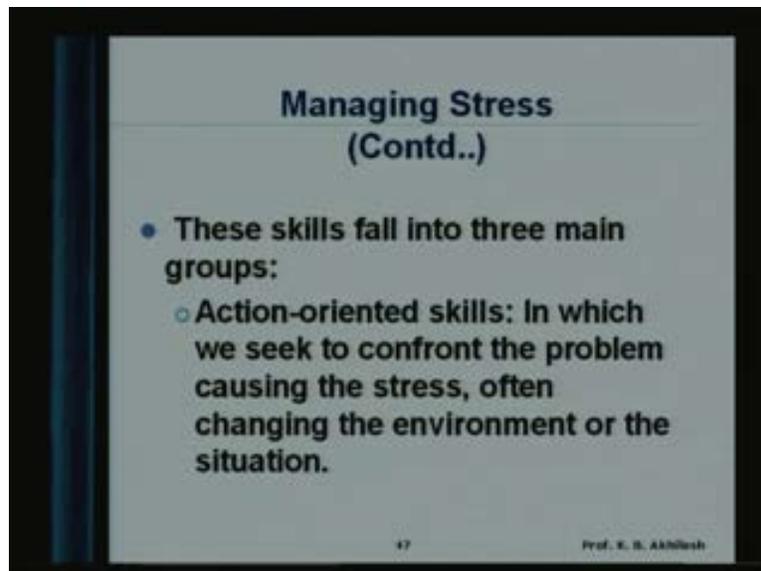


Managing Stress

- There are very many proven skills that we can use to manage stress.
- These help us to remain calm and effective in high pressure situations, and help us avoid the problems of long term stress.

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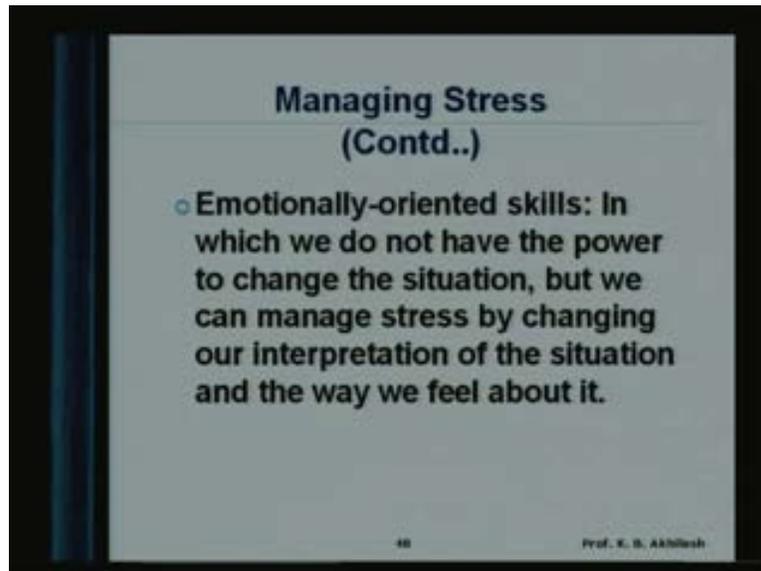
**Managing Stress
(Contd..)**

- These skills fall into three main groups:
 - **Action-oriented skills:** In which we seek to confront the problem causing the stress, often changing the environment or the situation.

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So in which you can see you know see to confront the problem causing this stress and often changing the environment or the situation so try to do something, emotionally oriented skills in which we do not have the power to change the situation okay but we can manage stress by changing our interpretation of the situation and the way we feel about it.

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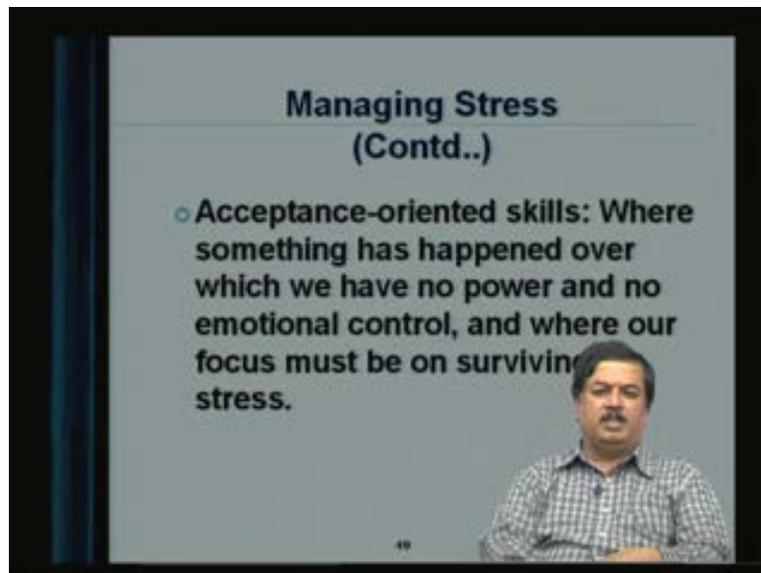


**Managing Stress
(Contd..)**

- **Emotionally-oriented skills:** In which we do not have the power to change the situation, but we can manage stress by changing our interpretation of the situation and the way we feel about it.

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**Managing Stress
(Contd..)**

- **Acceptance-oriented skills:** Where something has happened over which we have no power and no emotional control, and where our focus must be on surviving stress.

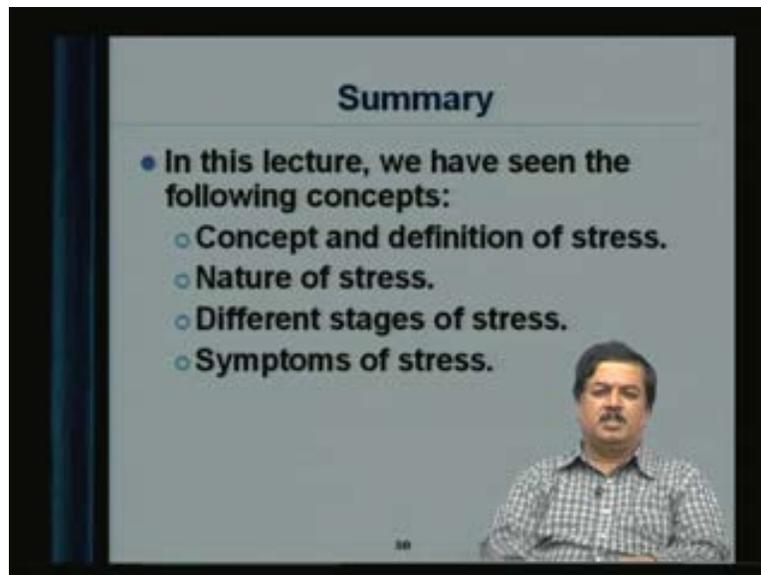
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So that means you think okay there are good things and the bad things in the life okay as I have seen good things, a bad things are also have come stress is there but it is not going to lost long.

So you may interpret it that way how come enjoyed so let me take this stress also and then work through that. So taking the stress in a positive way and then see how you can deal with it and

also this acceptance oriented skills where something has happened over which we have no power, I have no emotional control, so where we know our focus must be so then you know be on surviving the stress, so people okay let me take it in then work through.

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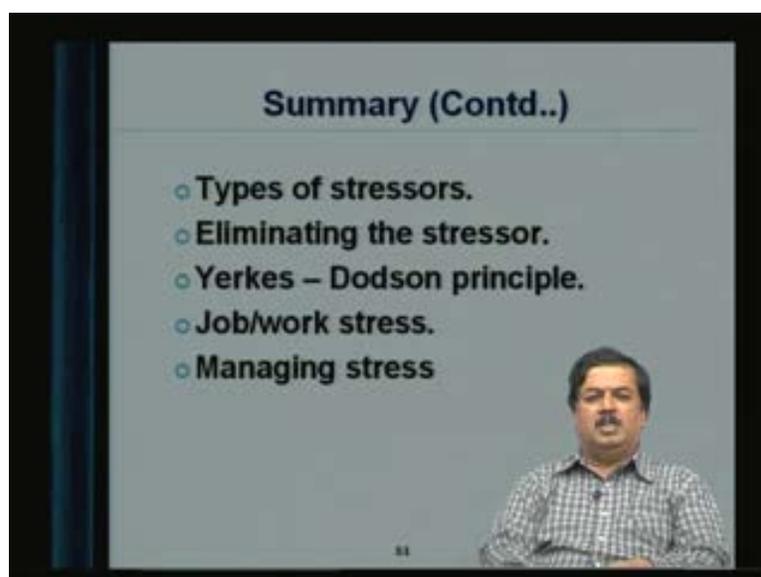
Summary

- In this lecture, we have seen the following concepts:
 - Concept and definition of stress.
 - Nature of stress.
 - Different stages of stress.
 - Symptoms of stress.

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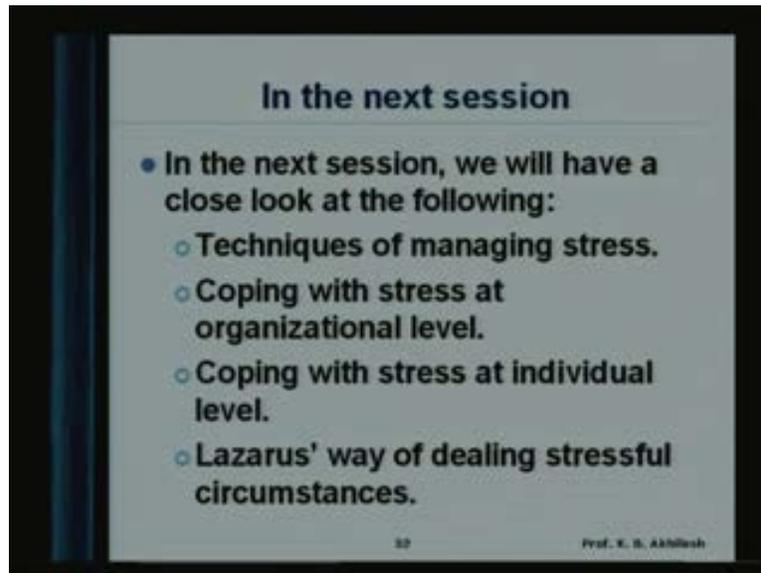
Summary (Contd..)

- Types of stressors.
- Eliminating the stressor.
- Yerkes – Dodson principle.
- Job/work stress.
- Managing stress

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In the next session

- **In the next session, we will have a close look at the following:**
 - **Techniques of managing stress.**
 - **Coping with stress at organizational level.**
 - **Coping with stress at individual level.**
 - **Lazarus' way of dealing stressful circumstances.**

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So acceptance oriented skills, so the broadly what we have seen in this lecture is we have seen the following concepts, concept and definition of stress, the nature of stress and the different stages of stress, symptoms of stress and the types of stressors, eliminating the stressors, some basic principles of Yerkes and Dodson, job work stress, the managing stress and with this understanding we will also talk in our next lecture about the techniques, techniques of managing stress, coping with stress at organizational level also coping with stress at individual level and also will talk about Lazarus' way of dealing the stressful circumstances.