



**Gold Coast Professional Schools**

# THE MANAGER UNDER STRESS

This Course is approved by the DBPR Council of Community Association Managers, for 4 hours of continuing education credit in the area of:

**Human Resources (HR) or Additional Instruction (ELE)**

Gold Coast Professional Schools, Inc.

Provider # 00842

Correspondence Course Approval # 9626177

Classroom Course Approval # 9626176

## **INTRODUCTION**

### **Course Description**

This course is designed to provide you, our student, with an understanding of, and the means to, more effectively respond to the stress that community association managers' experience in the performance of their duties.

You'll explore the causes, effects, symptoms, prevention, and management of occupational stress.

You'll be introduced to five separate reality-based scenarios in which the CAM is under stress. As you read the description of the situation, you'll start to understand the events that cause our CAM's stress. In the solution portion of the scenario, we'll outline how the CAM can address the stress and strategies to reduce their stress.

This course meets the four-hour human resources (HR) and/or other (ELE) continuing education (CE) requirement for CAMs. It's also suitable for board members who wish to enhance their skills and knowledge.

### **Outline**

The following topics are covered in this course.

- Definitions
- Causes of stress
- Stress effects
- Symptoms of stress
- Stress prevention and reduction
- Workplace stress management
- Reality-based scenarios
  - Performing miracles
  - Who's running the show?
  - Under fire
  - Doing the right thing
  - Seeking perfection

1 **DEFINITIONS**

2 In this section, we'll look at the definitions for the following:

- 3     ▪ Stress
- 4     ▪ Occupational stress

5 **Stress**

6 **Stress** has been defined as, "An emotional experience associated with nervousness, tension, and  
7 strain."

8 Low to moderate levels of stress are associated with positive performance. However, moderate to  
9 high levels of stress have been shown to be associated with impaired performance.<sup>1</sup>

10 **Stress** can be caused by external and environmental factors or by internal perceptions that cause  
11 an individual to experience anxiety or other negative emotions related to a situation or occurrence,  
12 such as pressure or discomfort.<sup>2</sup>

13 **Occupational Stress**

14 The National Institute for Occupational Safety and Health (NIOSH) defines occupational stress as,  
15 "The harmful physical and emotional responses that occur when the requirements of the job don't  
16 match the capabilities, resources, or needs of the worker."

17 The World Health Organization (WHO) defines **occupational stress** as, "Stress related to one's job."

18 Occupational stress often stems from unexpected responsibilities and pressures that don't align with  
19 a person's knowledge, skills, or expectations, thereby inhibiting one's ability to cope.

20 Occupational stress can increase when workers don't feel supported by supervisors or colleagues,  
21 or feel as if they have little control over work processes.

22 **CAUSES OF STRESS**

23 In this section, we'll look at the causes of stress and how it's measured through these professional  
24 models:

- 25     ▪ Causes
- 26     ▪ Models of stress
  - 27         ○ Person-Environment Fit Model
  - 28         ○ Diathesis-Stress Model
  - 29         ○ Job Demands-Resources Model
  - 30         ○ Effort-Reward Imbalance Model

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<sup>1</sup> Kalia, Madhu, "Assessing the Economic Impact of Stress – The Modern Day Hidden Epidemic," *Metabolism*, Vol. 53, No. 6, Supplement 1, 2002, 49-53

<sup>2</sup> Jones, Fiona, Bright, Jim, Clow, Angela, "Stress, Myth, Theory, and Research," New York: Prentice Hall, 2001, p. 4

## Causes

A WebMD.com article<sup>3</sup> reports that according to surveys, 40% of Americans experience office stress, and 25% say that work is the biggest source of stress in their lives.

The surveys found that the causes of occupational stress include:

- Being unhappy in your job
- Having a heavy workload or too much responsibility
- Working long hours
- Having poor management, unclear expectations of your work, or no say in the decision-making process
- Working under dangerous conditions
- Being insecure about your chance for advancement or risk of termination
- Having to give speeches in front of colleagues
- Facing discrimination or harassment at work, especially if your company isn't supportive

## Models of Stress

Management consultants and educators discuss four psychological theories and models that, when present, produce healthy workplaces; when absent, produce unhealthy or even toxic workplaces and correspondingly high levels of occupational stress.

The four models are:

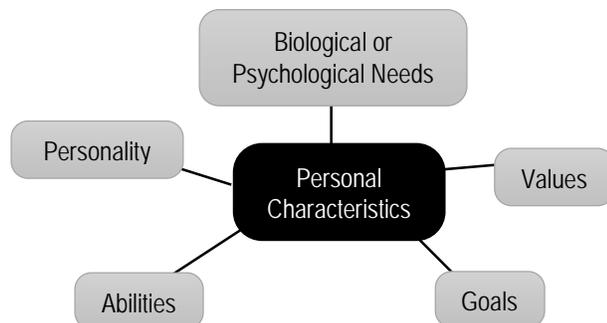
- Person-environment fit model
- Diathesis-stress model
- Job demands-resources model
- Effort-reward imbalance model

### *Person-Environment Fit Model*

The **person-environment fit model** examines the match between an employee's personal characteristics and the work environment. It posits that, in circumstances where employees' attitudes, skills, abilities, and resources don't match the demands of their jobs, health problems, lower productivity, and other work problems will result.<sup>4</sup>

This model describes personal characteristics<sup>5</sup> as an individual's ...

- Biological or psychological needs
- Values
- Goals
- Abilities
- Personality



<sup>3</sup> Causes of Stress from WebMD was accessed May 2016.

<sup>4</sup> Mark, G.M. and Smith, Andrew, "Stress Models: A Review and Suggested New Direction", Occupational Health Psychology, European Perspectives On Research, Education and Practice, vol. 3, Nottingham University Press, 2008, 111 – 144

<sup>5</sup> French, J.R.P., Caplan, R.D., and Harrison, R.V., "The Mechanisms of Job Stress and Strain," London: Wiley. 1982

1 The work environment includes ...

- 2     ▪ The demands of the job
- 3     ▪ Cultural values
- 4     ▪ Characteristics of other individuals and groups in the person's workplace environment
- 5     ▪ Intrinsic and extrinsic rewards

6 Extrinsic Rewards

7 **Extrinsic rewards** are typically financial, and include pay increases, bonuses, and benefits.

8 They are external to the work and controlled by others.

9 Intrinsic Rewards

10 **Intrinsic rewards**<sup>6</sup> occur when an employee experiences their job as an activity in which they  
 11 experience meaning, control, competence, and progress.

12 Intrinsic rewards, which have become increasingly important in today's marketplace, are  
 13 accompanied by positive emotional reactions. Their presence is essential to keep employees  
 14 actively engaged in their work.

15 Now let's look at the four different types of intrinsic rewards that were described by the person-  
 16 environment fit model.

- 17     ▪ Meaningfulness
- 18     ▪ Choice
- 19     ▪ Competence
- 20     ▪ Progress

21 **Meaningfulness** relates to an employee's beliefs and feelings that the job they're performing is  
 22 meaningful or important to the purpose they're seeking to fulfill. Employees want to believe that  
 23 they're engaged in ...



<sup>6</sup> Thomas, Kenneth W., "The Four Intrinsic Rewards that Drive Employee Engagement," Ivey Business Journal, University of Western Ontario Ivey Business School, November/December, 2009

**Choice** relates to an employee's beliefs and feelings that they're able to determine the methods and use their best judgment to accomplish their work activities.

This results in an employee's satisfaction of having ownership of, and responsibility for, their work.

**Competence** relates to an employee's beliefs and feelings that ...

- They're handling their work activities well.
- Their performance meets or exceeds their personal standards.
- They're doing high-quality work.
- They have a sense of satisfaction, pride, or even artistry.

**Progress** relates to an employee's beliefs and feelings that ...

- Their efforts accomplish something important.
- Their work is on track and moving in the right direction.
- Things are working out.

This results in confidence in the choices they make, and in the future of the organization.

### Summary

To summarize, the person-environment fit model focuses on the compatibility between the employee and the work environment.

### *Diathesis-Stress Model*

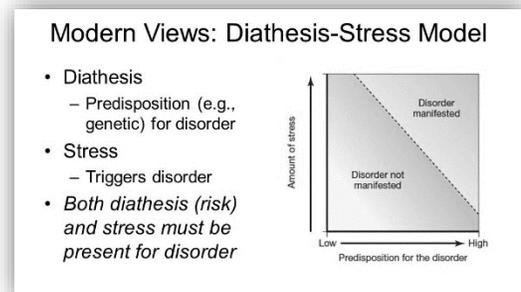
The diathesis-stress model suggests that each individual has a different pre-dispositional vulnerability to stress that results from genetic, psychological, biological, or situational causes.

When applied to the workplace, the model looks at the impact that the stressors listed below have on the individual employee.

- Difficult relationships among coworkers and management
- Excessive workload
- Extensive hours worked
- Isolation
- Lack of autonomy
- Lack of opportunities or motivation to advance in one's skill level
- Management bullying and harassment
- Toxic work environments

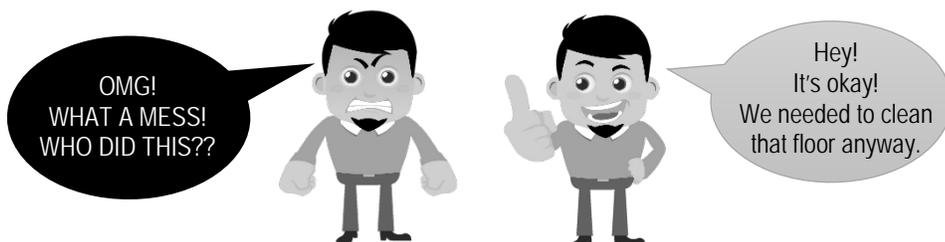
### Summary

In effect, the diathesis-stress model states that a job condition experienced by one person as stressful might not be experienced as such by another person. It all depends on their pre-disposition.



### Note

The term "diathesis" (di' aTHēsis) derives from the Greek term for disposition or vulnerability.



**Job Demands-Resources Model**

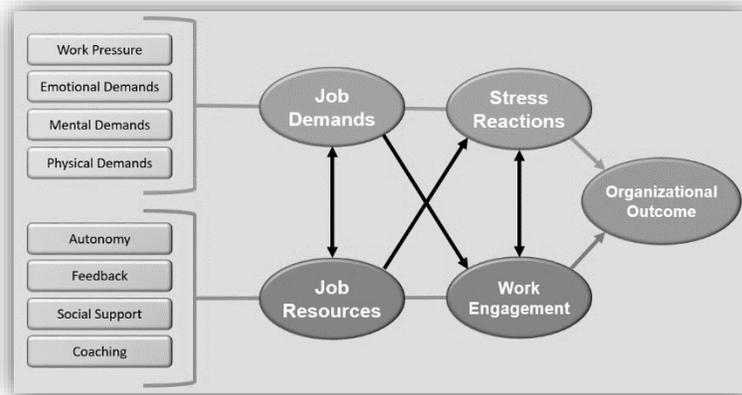
The **job demands-resources model** describes stress as,

“A response to an imbalance between the demands of one’s job and the resources one has to deal with those demands.”

Each job requires specific physical, psychological, social, and/or organizational skills that need an expenditure of energy within a specific time frame. The employee, therefore, requires sufficient physical, psychological, social, and/or organizational resources to successfully perform the job and promote personal growth, learning, and development.

Summary

To summarize, the job demands-resources model focuses on the balance between the demands on the employee and their resources, including an employee’s skill set, available to meet those demands.



**Effort-Reward Imbalance Model**

The **effort-reward imbalance model** looks at the workplace relationship between efforts and rewards. It states that work characterized by both high efforts and low rewards represents a *reciprocity* deficit that results in negative emotions. It posits that a stressful imbalance is the result of an employee working hard without receiving adequate appreciation or being treated fairly.

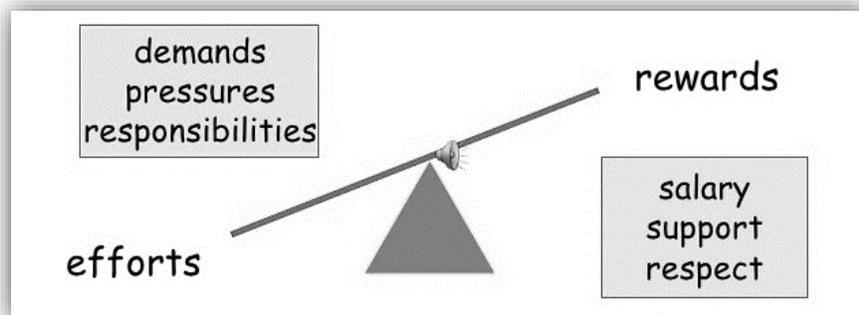
The model assumes that employees characterized by a motivational pattern of over-commitment (excessive job-related commitment and a high need for approval), will be more stress prone to an effort-reward imbalance, in comparison with less committed people.

**Note**

Reciprocity is the practice of exchanging things with others for mutual benefit.

Summary

To summarize, the effort-reward imbalance model focuses on the employee’s perception of fairness or unfairness.



## 1 **STRESS EFFECTS**

2 In this section, we'll look at what is affected by stress:

- 3     ▪ Health related
- 4         ○ Burnout
- 5         ○ Related diseases
- 6     ▪ Economic impact

## 7 **Health Related**

8 Researchers have identified the following negative health effects of stress:

- 9     ▪ Psychological disorders
- 10         ○ Depression, anxiety, and post-traumatic stress disorder (PTSD)
- 11     ▪ Maladaptive disorders
- 12         ○ Aggression and substance abuse
- 13     ▪ Cognitive impairment
- 14         ○ Concentration and memory problems<sup>7</sup>

15 Researchers at the University of Rochester Medical School<sup>8</sup> have determined that stress can have

16 the following effects:

- 17     ▪ Increase the risk of heart disease. They report that
- 18         studies suggest that the high levels of cortisol from
- 19         long-term stress can increase blood cholesterol,
- 20         triglycerides, and blood pressure, all of which are
- 21         common risk factors for heart disease.
- 22     ▪ Cause changes that promote the buildup of plaque
- 23         deposits in the arteries and that even minor stress can
- 24         trigger heart problems like myocardial ischemia (a condition in which the heart doesn't get
- 25         enough blood or oxygen)
- 26     ▪ Increase the risk of blood clots and stroke as a result of long-term exposure to stress
- 27     ▪ Cause a person to choose unhealthy habits, such as smoking or binge eating

### Note

Cortisol: Also called the stress hormone, is produced by the adrenal gland. Its purpose is to help the body metabolize glucose, control blood pressure, suppress immunity, and inflammation.

## 28 *Burnout*

29 Excessive and prolonged stress can lead to burnout.<sup>9</sup>

30 Burnout is a state of emotional, mental, and physical exhaustion.

31 Persons who suffer from burnout are overwhelmed by the demands of others and/or their own

32 expectations. As the stress continues and builds, they lose interest and motivation.

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<sup>7</sup> Colligan, Thomas W. and Higgins, Eileen M., "Workplace Stress – Etiology and Consequences", Journal of Workplace Behavioral Health 21 (2), 2006, 89 – 97

<sup>8</sup> University of Rochester Medical Center, "Stress Can Increase Your Risk of Heart Disease," [urmc.rochester.edu/encyclopedia/content.aspx](http://urmc.rochester.edu/encyclopedia/content.aspx), accessed 4/2/16

<sup>9</sup> Smith, M.A., Melinda, Segal Ph.D., Jeanne, and Segal M.A, Robert, "Preventing Burnout," retrieved from [helpguide.org/articles/stress/preventing-burnout.htm](http://helpguide.org/articles/stress/preventing-burnout.htm)

1 Some of the effects of burnout are ...

- 2     ▪ Reduced productivity
- 3     ▪ Reduced energy
- 4     ▪ Feelings of helplessness and hopelessness
- 5     ▪ Cynical and resentful attitudes
- 6     ▪ Severe problems with one’s job, relationships, and health

7 Burnout can be life threatening and must be addressed at the appearance of its earliest symptoms,  
8 which are similar to those of stress (discussed later) but more extreme.

9 ***Related Diseases***

10 Stress and its related diseases are responsible for a large quantity of disability worldwide. The  
11 World Health Organization (WHO) Global Burden of Disease Survey<sup>10</sup> estimates that mental  
12 disease, including stress-related disorders, will be the second leading cause of disabilities by the  
13 year 2020.

14 Persons who suffer from burnout are overwhelmed by the demands of others and/or their own  
15 expectations. As the stress continues and builds, they lose interest and motivation.

16 Although the term “stress” is used in a wide variety of contexts, it has consistently been  
17 demonstrated that individuals with stress and related disorders experience:

- 18     ▪ Impaired physical and mental functioning
- 19     ▪ More work days lost
- 20     ▪ Increased impairment at work
- 21     ▪ High use of health care services

22 The disability caused by stress is just as great as the disability caused by workplace accidents or  
23 other common medical conditions, such as hypertension, diabetes, and arthritis

24 **Economic Impact**

25 A survey<sup>11</sup>, conducted by the University of Massachusetts, regarding the financial cost of stress  
26 reported that approximately one-third of workers testify to high levels of stress, which can result in:

- 27     ▪ An increase in employer health care expenditures
- 28     ▪ Employee absence due to disability, absenteeism, and turnover
- 29     ▪ Reduced productivity

30 The survey also shows that occupational stress is estimated to cost American companies more  
31 than \$300 billion per year as a result of the following:

- 32     ▪ Increased health costs
- 33     ▪ Absenteeism
- 34     ▪ Substandard job performance
- 35     ▪ Increase of 40% in job turnover
- 36     ▪ Increase of 50% in healthcare costs for workers who report high levels of stress

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<sup>10</sup> Kalia, Madhu “Assessing The Economic Impact of Stress--The Modern Day Hidden Epidemic”, 2002, PubMed.gov, U.S. National Library of Medicine, National Institutes of Health  
<sup>11</sup> University of Massachusetts Lowell, (no date), “Financial Costs of Job Stress,” [uml.edu/.../centers/CPH-NEW/stress-at-work/financial\\_costs.aspx](http://uml.edu/.../centers/CPH-NEW/stress-at-work/financial_costs.aspx), accessed 4/22/16.

1 Additionally, the survey showed the following:

- 2     ▪ Job stress causes more health complaints than financial or family problems.
- 3     ▪ Replacing an average employee cost 120%-200% of the salary of the position affected.
- 4     ▪ The average cost of absenteeism in large companies exceeds \$3.6 million/year.
- 5     ▪ Depressive disorders, a common side effect of job stress, results in an average of almost
- 6     ten days of sick leave each year per employee.
- 7     ▪ For every 47 cents spent treating depression, the cost of absenteeism, presenteeism (see
- 8     *below*), and disability increases by 53 cents.
- 9     ▪ Insurance claims for stress related industrial accidents cost almost twice as much as non-
- 10    stress related industrial accidents.

### 11 *Presenteeism*

12 Presenteeism, or working while sick, can cause productivity loss, poor health, exhaustion, and

13 workplace epidemics.

14 While the contrasting subject of absenteeism has historically received extensive attention in the

15 management sciences, presenteeism has only recently been studied.

## 16 **STRESS SYMPTOMS**

17 In this section, we'll look at the following topics:

- 18     ▪ CDC symptoms
- 19     ▪ AIS Workplace Stress Survey

### 20 **CDC Symptoms**

21 The U.S. Department of Health and Human Services, Centers for Disease Control and Prevention

22 (CDC) has identified the following symptoms of stress:<sup>12</sup>

- 23     ▪ Anger
- 24     ▪ Being numb to one's feelings
- 25     ▪ Crying
- 26     ▪ Difficulty making decisions
- 27     ▪ Disbelief and shock
- 28     ▪ Fear and anxiety about the future
- 29     ▪ Headaches, back pains, and stomach
- 30     problems
- 31     ▪ Increased use of alcohol and drugs
- Loss of appetite
- Loss of interest in normal activities
- Nightmares and recurring thoughts
- about the event
- Sadness and other symptoms of
- depression
- Sleep problems
- Tension and irritability
- Trouble concentrating

### 32 *AIS Workplace Stress Survey*

33 The American Institute of Stress (AIS) provides an online, self-survey that's designed to determine

34 your individual ability to handle job stress. A copy of this survey can be found on the next page.

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<sup>12</sup> Centers for Disease Control and Prevention, "Managing Stress", 2002, [cdc.gov/features/handlingstress/index.html](http://cdc.gov/features/handlingstress/index.html), accessed 4/22/16.

1 INSERT THE WORKPLACE STRESS SURVEY

2

## 1 **STRESS PREVENTION AND REDUCTION**

2 In this section, we'll look at the following topics:

- 3     ▪ Employee assistance program (EAP)
- 4     ▪ Organizational prevention
- 5     ▪ Personal stress management
- 6     ▪ Break bad habits
- 7     ▪ Dispel stress

### 8 **Introduction**

9 A combination of organizational change and stress management is the most useful approach for  
10 preventing stress at work. Both organizations and employees can employ strategies at  
11 organizational and individual levels. Generally, organizational level strategies include job procedure  
12 modification and employee assistance programs (EAP).

### 13 **Employee Assistance Program (EAP)**

14 An employer assistance program (EAP) is typically a service that's provided by an employer to the  
15 employees. It's designed to assist them in getting help for personal problems (such as those shown  
16 below) so that the employee remains on the job and performs effectively.

- 17     ▪ Mental health
- 18     ▪ Substance abuse
- 19     ▪ Various addictions
- 20     ▪ Marital problems
- 21     ▪ Parenting problems
- 22     ▪ Emotional problems
- 23     ▪ Financial problems
- 24     ▪ Legal concerns

25 EAPs originated primarily to focus on employees' drug and alcohol abuse with an emphasis on  
26 rehabilitating valued employees rather than terminating them for their substance abuse problems.

27 The rehabilitation is sometimes implemented with a disciplinary program that requires, or strongly  
28 encourages, the impaired employee's participation in the EAP.

29 Although one facet of an EAP's services is focused on the employee and their family members,  
30 another facet is focused on providing services to the company or organization.

31 These services include:

- 32     ▪ Organizational Prevention
- 33     ▪ Training
- 34     ▪ Consultation
- 35     ▪ Organizational development
- 36     ▪ Crisis response services<sup>13</sup>

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<sup>13</sup> The Employee Assistance Trade Association (EASNA), (no date), "What is EAP," [easna.org/research-and-best-practice/what-is-eap](http://easna.org/research-and-best-practice/what-is-eap), accessed 5/6/16.

## 1 **Organizational Prevention**

2 The following are methods and policies that an organization can implement to prevent or reduce  
3 occupational stress:<sup>14</sup>

- 4     ▪ Design jobs to provide meaning, stimulation, and opportunities for employees to use their  
5       skills
- 6     ▪ Clearly define employees' roles and responsibilities
- 7     ▪ Ensure that the workload conforms to employees' capabilities and resources
- 8     ▪ Monitor employees' workload
- 9     ▪ Train employees to understand and be aware of occupational stress
- 10    ▪ Ensure that employees are able to participate in decisions and actions affecting their jobs
- 11    ▪ Improve management – employee communications
- 12    ▪ Provide information about career development and future employment prospects
- 13    ▪ Provide opportunities for social interaction among employees
- 14    ▪ Modify work schedules, to the greatest degree possible, so they are compatible with  
15       demands and responsibilities of employees outside the job
- 16    ▪ Have zero tolerance for workplace discrimination (specifically, on the basis of race, creed,  
17       color, ethnicity, national origin, religion, sex, sexual orientation)
- 18    ▪ Employ the services of an objective outsider, such as a consultant, to suggest a fresh  
19       approach to persistent problems
- 20    ▪ Introduce a participative leadership style to involve as many subordinates as possible to  
21       resolve stress-producing problems
- 22    ▪ Encourage work-life balance through family-friendly benefits and policies.

## 23 **The Personal Stress Management**

24 The information presented in this portion of the course is largely based on an article from  
25 Helpguide.org.<sup>15</sup>

26 CAMs aren't powerless, even in difficult situations, to take actions to reduce their stress. They can  
27 learn how to manage their job stress more effectively and, although they might not have control  
28 over their work environment, they can choose to be in control of themselves.

29 To do this, CAMs must assume personal responsibility for improving their physical and emotional  
30 health, reduce or eliminate negative habits and attitudes, and learn more effective communication  
31 skills in order to improve their workplace relationships.

32 Managers can initiate a number of actions to improve their overall health, which often results in a  
33 reduction of stress. They include:

- 34     ▪ Exercise regularly
- 35     ▪ Talk to a good listener
- 36     ▪ Eat properly
- 37     ▪ Drink alcohol in moderation
- 38     ▪ Avoid nicotine
- 39     ▪ Get enough sleep

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<sup>14</sup> NIOSH Publication Number 99 – 101, "Stress at Work", 1999

<sup>15</sup> Segal Ph.D., Jeanne, Smith, M.A., Melinda, Robinson, Lawrence, and Segal, Robert, M.A., (no date), "Stress at Work," Helpguide.org accessed 4/29/16.

### *Exercise Regularly*

Dr. Gordon Blackburn of the Cleveland Clinic<sup>16</sup> recommends the following four goals for an exercise program:

- It must be aerobic. It uses large muscle groups for an extended time.
- It must be performed for 30 to 60 minutes, three-to-five days a week.
- It must meet the cardiovascular goals determined by your doctor or exercise physiologist.
- It must be enjoyable so that you will do it for a long time.

Aerobic exercise is physical activity that increases the heart rate and promotes increased use of oxygen in order to improve the overall body condition.

Walking, cycling, swimming, jogging, dancing, and use of ski machines, stair climbers, steppers, and elliptical machines are all forms of aerobic exercise. There is no one best type of aerobic exercise.

Prior to beginning a new exercise program, a CAM should consult with their personal physician.

### *Talk to a Good Listener*

Simply sharing your feelings with a friend, family member, or spiritual adviser can be cathartic.

They might have some helpful advice.

Seek to build a strong network of supportive friends and family members because the lonelier and more isolated you are, the greater your vulnerability to stress.

### *Eat Properly*

Eating too much can make you lethargic.

Eating too little can result in low blood sugar that can make you feel anxious and irritable.

By eating small but frequent meals, you can help your body maintain an even level of blood sugar, keep your energy up, stay focused, and avoid mood swings.

### *Moderation*

Drink alcohol only in moderation and avoid nicotine

Although alcohol can temporarily reduce anxiety and worry, excessive drinking can cause anxiety as its euphoric effects diminish.

More seriously, drinking to relieve job stress can lead to alcohol abuse and dependence.

Similarly, smoking can be calming when you're feeling stressed and overwhelmed. However, nicotine is a powerful stimulant that results in higher levels of anxiety.

### *Get Enough Sleep*

Stress and anxiety are common causes of insomnia. Loss of sleep can make you vulnerable to even more stress.

To get a good night's sleep, make some of these changes:<sup>17</sup>

- Maintain a regular bedtime schedule
- Don't nap during the day
- Exercise regularly

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<sup>16</sup> Blackburn, Dr. Gordon, (no date) "What is the Best Type of Aerobic Exercise?" [my.clevelandclinic.org/services/heart/prevention/exercise/best-type-of-aerobic-exercise](http://my.clevelandclinic.org/services/heart/prevention/exercise/best-type-of-aerobic-exercise). Accessed 4/19/26.

<sup>17</sup> "Can't Sleep? Causes, Cures, and Treatments for Insomnia," (No Date), [HelpGuide.org/articles/can't-sleep-insomnia-treatment.html](http://HelpGuide.org/articles/can't-sleep-insomnia-treatment.html), accessed 5/3/16.

- 1       ▪ Limit caffeine, alcohol, and nicotine
- 2       ▪ Avoid late meals, especially heavy, rich, fatty foods, within two hours of bedtime.
- 3       ▪ Avoid stimulating and stress inducing activities before bedtime
- 4       ▪ Turn off the TV, tablets, smart phones, and computer screens at least on hour before bed.
- 5       (These electronic devices could suppress your body’s production of melatonin<sup>18</sup>)
- 6       ▪ Ensure that your bedroom is quiet, dark, and cool

7 If self-help efforts are not helpful, and especially if your insomnia is causing major problems at  
 8 home or work, if you have chest pain or shortness of breath, or your insomnia occurs almost every  
 9 night and is getting worse, you should seek medical attention.

10 **Break Bad Habits**

11 It’s possible to reduce stress by following the guidelines outlined next.

12 *Eliminate Negative Thoughts and Behavior*

- 13       ▪ Negative thoughts and behavior can intensify stress.
- 14       ▪ Start with knowing yourself, whether you tend to see things positively or negatively.
- 15       ▪ Consult with others ...
  - 16           ○ Who don’t have a vested interest in the outcome
  - 17           ○ Who aren’t overly emotional
  - 18           ○ Who have demonstrated the ability to render objective judgements

19 *Forget about Achieving Perfection*

- 20       ▪ It’s just not going to happen.
- 21       ▪ Seeking perfection will simply add to your stress.
- 22       ▪ Don’t get down on yourself for failure. It’s often necessary to achieve success.

23 *Eliminate Clutter*

24 Organize your office, your desk, your files, and your life.

25 Few things are more stressful and time consuming than looking for documents that should be easily  
 26 accessible.

27 *Treat Yourself and Others with Kindness*

- 28       ▪ Treat yourself and others with kindness and compassion.
- 29       ▪ Praise and reward co-workers for their positive contributions.
- 30       ▪ Recognize and reward your own accomplishments.

31 *Identify and Avoid Toxic Influences*

- 32       ▪ Avoid people who are negative and toxic.
- 33       ▪ If you can’t avoid them, don’t get caught up in their negativity.
- 34       ▪ Learn to distance yourself emotionally from their impact.

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<sup>18</sup> “Melatonin Overview,” (Nov. 2014), [webmd.com/sleep-disorders/tc/melatonin-overview](http://webmd.com/sleep-disorders/tc/melatonin-overview), accessed 5/24/16.

## 1 **Dispel Stress**

2 Here are some ways in which to dispel stress.

- 3     ▪ Use your support network
- 4     ▪ Develop mutually supportive work relationships
- 5     ▪ Have fun
- 6     ▪ See the absurdity
- 7     ▪ Get a pet
- 8     ▪ Get away physically
- 9     ▪ Get away mentally
- 10    ▪ Just get away

11 Let's look at each of these.

### 12 *Use Your Support Network*

- 13    ▪ Share your distress with people who are empathetic, supportive, and understanding.
- 14    ▪ If you need practical guidance, talk to someone you respect for their wisdom, maturity, and
- 15    experience.

### 16 *Develop Supportive Work Relationships*

17 Commiserating with co-workers will probably not help to solve the situation, but it can relieve a bit of  
18 stress.

### 19 *Have Fun*

- 20    ▪ Do things that you enjoy and are uplifting.
- 21    ▪ Do things that aren't harmful to yourself or others.
- 22    ▪ Enjoy life - take time to smell the roses.

### 23 *See the Absurdity*

- 24    ▪ Sometimes seeing the absurdity of a situation permits you to get outside of it rather than
- 25    experience it emotionally.
- 26    ▪ You may have noticed there are plenty of absurd situations in community associations that
- 27    are both funny and sad at the same time.

### 28 *Get a Pet*

29 Studies are now exploring the benefits of the human-animal bond. The American Heart Association  
30 has linked the ownership of pets with a reduced risk for heart disease and greater longevity.

31 One of the reasons for these therapeutic effects is that dogs (and cats) fulfill the basic human need  
32 to touch.

33 Stroking, hugging, or otherwise touching a loving animal can rapidly calm and soothe us then we're  
34 stressed or anxious.

35 The companionship of a pet can also ease loneliness.

36 Dogs are a great catalyst for healthy exercise, which can substantially boost your mood and ease  
37 depression. (And cats can be too, if you spend 15 or 20 minutes playing with them two or three  
38 times a day (or however long our cat allows!)<sup>19</sup>

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<sup>19</sup> <http://www.helpguide.org/articles/emotional-health/the-health-benefits-of-pets.htm>, accessed 6/5/16 and 9/25/2016

1 **Get Away Physically**

2 Stress can deplete your energy and, to regain it, you need time to recreate, renew, and recharge.

- 3     ▪ Take a short break
- 4     ▪ Take a mental health day off
- 5     ▪ Take a vacation

6 **Get Away Mentally**

- 7     ▪ Meditate
- 8     ▪ Listen to relaxation tapes
- 9     ▪ Perform yoga, tai-chi, or whatever your choice of activity that calms the mind and spirit.

10 **Just Get Away**

- 11     ▪ If there is not a good fit between you and the job, if the workplace environment is toxic because of an organizational climate that fosters power struggles, harassment, unethical or illegal behavior, or other unhealthy factors, maybe it's time to run, not just walk away.
- 12     ▪ Escape from danger is a very human form of self-preservation and survival behavior that has been around since the cave man and woman. It works.

16 **WORKPLACE STRESS MANAGEMENT**

17 In this section, we'll look at the following topics:

- 18     ▪ Manage More Effectively
- 19     ▪ Improve Your Emotional Intelligence to Manage Better
- 20     ▪ Manage the Conflict

21 **Manage More Effectively**

22 In the following pages, we offer suggestions for reducing your job stress by improving your management skills, both on and off the job.

24 They include:

- 25     ▪ Create a balance
- 26     ▪ Avoid overcommitting
- 27     ▪ Create a "To Do List"
- 28     ▪ Avoid traffic
- 29     ▪ Take a break
- 30     ▪ Create a plan
- 31     ▪ Delegate responsibility
- 32     ▪ Recognize other's value

33 **Create a Balance**

34 Seek to create a workable balance between your work and personal life by beginning with an analysis of your schedule, responsibilities, and daily tasks.

37 All work and no play, not only makes Jack a dull boy but it's a recipe for burnout.

39 Seek to create a balance between work and family life, social activities and solitary pursuits, daily responsibilities and relaxation.



1 *Avoid Overcommitting*

2 Avoid committing yourself to more than you can reasonably handle.

3 When you schedule an activity, assume that some unknown factor will happen that will prevent you  
4 from accomplishing the task on schedule.

5 In other words, build in a cushion that will allow you to respond to the unexpected within the time  
6 allowed.

7 And don't forget, if you miss a deadline, it's almost always extended.

8 *Create a "To Do" List*

9 Create and adhere to a daily "to do" list in which you have prioritized your tasks and distinguished  
10 between "should do" and "must do" items.

11 Keep in mind that typically, you will not complete the list.

12 The lower priority items can simply be moved to a list for another day or dropped entirely.

13 *Avoid Traffic*

14 To avoid traffic congestion, leave earlier for work or change your route.

15 Having to battle traffic to get to work on time creates additional stress.

16 Being punctual allows you more time to complete your work. If you're late, someone you don't want  
17 to notice, probably will.

18 *Take a Break*

19 Take short and regular breaks throughout the day.

20 Take a walk, clear your mind, or meditate for a few minutes.

21 Get away from your desk for lunch.

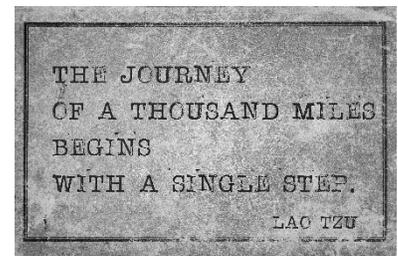
22 Stepping away from work to briefly relax and recharge will help you be more productive and  
23 pleasant.

24 *Create a Plan*

25 The Chinese philosopher, Lao-tzu said ...

26 So if you have a major project, create a plan that breaks it down into  
27 small, manageable steps.

28 Focus on each step in sequence. You'll find that the job gets done.



29 *Delegate Responsibility*

30 Let subordinates and contractors do their jobs and hold them accountable for the quality of their  
31 performance.

32 Doing other people's jobs for them is a recipe for poor employee morale, mismanagement, and  
33 manager burnout.

34 *Recognize Others' Value*

35 Understand that "my way or the highway" is not always the best path to take to accomplish your  
36 objective.

37 Recognize and acknowledge the value and contributions of your employees, contractors, board  
38 members, and others with whom you work.

39 Even being aware of their deficiencies, you can, by appreciating their positive contributions, reduce  
40 your stress and get the job done more efficiently.

## 1 Improve Your Emotional Intelligence

2 Emotional intelligence provides the ability to resolve  
3 differences, repair hurt feelings, and defuse tension and  
4 stress. If your work environment has become increasingly  
5 stressful, effective emotional intelligence can result in the  
6 retention of a large measure of self-control and self-  
7 confidence. It's just as important as intellectual ability in  
8 achieving satisfaction and success in the workplace.

**Note**

Emotional intelligence is the ability to manage and use your emotions in positive and constructive ways. It's about communicating with others so that they want to work and be associated with you.<sup>20</sup>

9 Next, we'll look at the four major components and five key skills to help improve your emotional  
10 intelligence.

### 11 *Four Major Components*

12 Emotional intelligence has four major components:

- 13     ▪ **Self-awareness:** This means that you possess an awareness of your emotions and their  
14        impact.
- 15     ▪ **Self-management:** This means that you are able to control your emotions and to adapt your  
16        behavior to changing circumstances.
- 17     ▪ **Social awareness:** This means that you have the ability to sense, understand, and react to  
18        other's emotions. You're also comfortable when interacting with others.
- 19     ▪ **Relationship management:** This means that you are able to inspire, influence, and connect  
20        with others in order to manage conflict effectively.

### 21 *Five Key Skills*

22 There are five key skills that are required to increase your  
23 emotional intelligence and effectively manage stress at work.

24 Let's look at them.

#### 25 Recognize Stress

26 This is the ability to recognize when you're stressed, identify  
27 your particular fight-or-flight stress responses, and implement  
28 techniques that can calm and energize you.

#### 29 Understand Emotions

30 This is the ability to stay in touch with your emotions in order to manage them effectively. Your  
31 moment-to-moment emotions influence your thoughts and actions, so pay attention to your feelings,  
32 and factor them into your decision-making at work.

33 If you ignore your emotions, you won't be able to understand your own motivations and needs,  
34 which may affect your ability to communicate effectively with others.

#### 35 Recognize Nonverbal Cues

36 This is the ability to recognize and effectively use nonverbal cues and body language.

37 Verbal communication is often less important than **nonverbal signals**, such as ...

- 38     ▪ Eye contact
- 39     ▪ Facial expression
- 40     ▪ Tone of voice
- 41     ▪ Posture
- 42     ▪ Gesture
- 43     ▪ Touch



<sup>20</sup> [Helpguide.org/articles/emotional-health/emotional-intelligence-eq.htm](http://helpguide.org/articles/emotional-health/emotional-intelligence-eq.htm), accessed 06/01/2016

1 Nonverbal messages either can produce a sense of interest, trust, or desire for connection, or they  
2 can generate confusion, distrust, and stress.

3 You also need to be able to accurately read and respond to the nonverbal cues that are exhibited  
4 by people with whom you work.

### 5 Use Humor

6 This is the ability to meet challenges with humor.

7 Laughter and mutually shared humor are great stress reducers.

8 However, if the laughter is at the expense of someone, it can result in increased stress and even  
9 the possibility of a formal complaint.

### 10 Resolve Conflict

11 This is the ability to resolve conflict in a manner that strengthens trust and relieves workplace stress  
12 and tension.

13 When handling emotionally charged situations, you should ...

- 14     ▪ Stay focused in the present by disregarding old hurts and resentments
- 15     ▪ Connect with your emotions
- 16     ▪ Be aware of both the verbal and the nonverbal cues being used

17 If the disagreement cannot be resolved, it's important to end the discussion without acrimony.

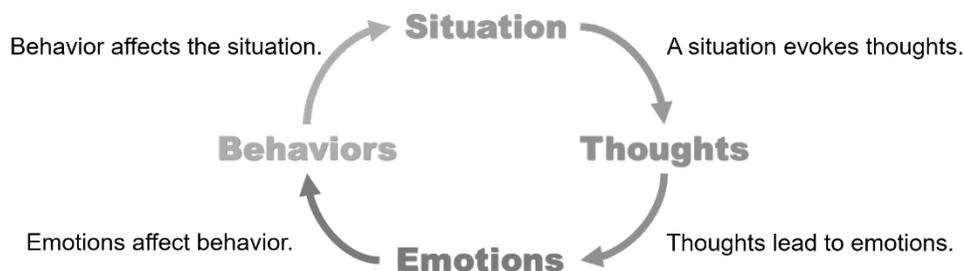
## 18 **Cognitive Behavioral Theory**

19 Managing conflict begins with being able to manage your thoughts, feelings, and behaviors  
20 effectively.

21 *Cognitive behavioral theory* (CBT) is based on the concept that your thoughts determine your  
22 feelings (emotions) and behavior.<sup>21</sup>

23 It's best described as a cycle<sup>22</sup> ...

### **The Cognitive Behavioral Theory Cycle**



24 The right behavior leads to improved situations and the wrong behavior makes a situation worse.

25 Since thoughts and behavior are under your control, you can choose to rethink or reinterpret a  
26 particular situation in order to change your negative and unrealistic thoughts that are resulting in  
27 distress and problems.

28 As a CAM, especially under stress, you need to be able to distinguish your thoughts from your  
29 emotions, and then change those thoughts that result in unwanted consequences. If necessary, you  
30 should seek counseling to assist in the process.

<sup>21</sup> McLeod, S.A., "Cognitive Behavioral Therapy," 2015, [www.simplypsychology.org/cognitive-therapy.html](http://www.simplypsychology.org/cognitive-therapy.html), accessed 5/9/16

<sup>22</sup> "The Cognitive Behavioral Theory Cycle," (No Date), [psychsandiego.com](http://psychsandiego.com) accessed 5/9/16

1 **WORKPLACE SCENARIOS**

2 For each of the following five workplace scenarios, use the information you just learned and your  
3 own experience and knowledge to identify the symptoms and cause(s) of the manager's stress.

4 Identify the actions the manager could take to make it more tolerable or to resolve the situation.

5 Also, decide which of the four models of stress (discussed on page 3) best applies to each of the  
6 following the scenarios:

- 7     ▪ Performing miracles
- 8     ▪ Who's running the show?
- 9     ▪ Under fire
- 10    ▪ Doing the right thing
- 11    ▪ Seeking perfection

12 **SCENARIO 1: PERFORMING MIRACLES**

13 **Outline**

14 Within scenario 1, we'll look at these issues:

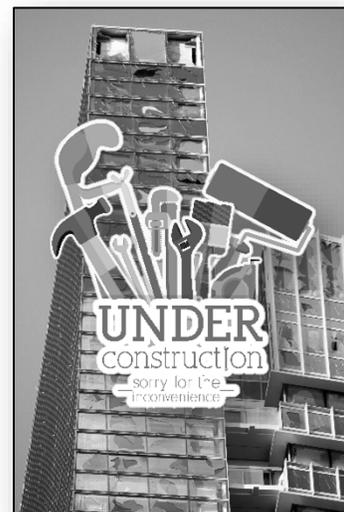
15 Scenario	15 Solution
16     ▪ The property	▪ Identify the stress
17     ▪ The manager	▪ Reduce the stress
18     ▪ The board of directors	○ Communicate clearly
19     ▪ The financials	○ Establish boundaries
20     ▪ The litigation	○ Assert authority
21     ▪ The rule enforcement	○ Advocate for clarification
22     ▪ The personnel	○ Discontinue selective enforcement
23     ▪ The stress	of the rules
24     ▪ The manager under stress	
25 Find the relevant model of stress	

26 **Scenario**

27 *The property*

28 Oceanside Condominium is a thirty-two-year-old, five-hundred  
29 unit, high-rise condominium association. For many years, the  
30 building, designed by a famous architect, was considered a  
31 showcase and luxury condominium. Unfortunately, a few years  
32 ago, the building was severely damaged in a hurricane. Since  
33 then, it deteriorated to the point that local building officials are  
34 threatening to condemn it as unfit for human habitation.

35 Because of the multiple major capital projects going on to  
36 repair the damage, the residents are living in a high-stress  
37 environment. The property is in such disrepair that the  
38 hallways are uncarpeted, there are wires dangling from  
39 hallway ceilings, frequent plumbing leaks, and breakdowns of  
40 the air conditioning, heating, and elevators. The residents  
41 complain frequently, and, at times, hysterically, to both the  
42 CAM and the board of directors.



1 *The Manager*

2 The Oceanside association hired CAM, Juanita Delgado, to manage the  
3 property and the capital projects. Juanita is an experienced and skillful  
4 manager. She was hired at a high salary and, her contract stipulates that she  
5 may hire and fire staff after consultation with the board of directors.



Juanita Delgado

6 There are approximately a dozen major capital projects going on, which the  
7 board determines to be management's priority. Juanita meets frequently with  
8 engineers, contractors, and building inspectors. She also meets with members  
9 of the board who are to provide oversight and direction on specific projects.

10 Juanita discovers that the previous manager quit as a result of the workplace stress he  
11 experienced.

12 *The Board of Directors*

13 The president of the association, Linda Gray, is an intelligent, capable woman  
14 with a background as a management consultant. Some directors dislike the  
15 president and frequently criticize her decisions and actions.



Linda Gray

16 However, with the exception of two dissident members, the directors are  
17 unwilling to challenge the president because they are don't want to increase  
18 their level of involvement on the board, thereby incurring additional stress.

19 They fear the president might resign, and no other board member is willing to take on the  
20 responsibility.

21 *The Financials*

22 The association's financial condition is marginal at best, with approximately 35% of maintenance  
23 fees committed to repay loans. However, the board promised Juanita upon her employment that  
24 they would solve the financial problems.

25 *The Litigation*

26 The association is engaged in expensive litigation with the contractor who improperly performed the  
27 concrete restoration as determined by the association's engineers and building inspectors. That  
28 contractor was fired by the board and new companies were hired to correct the deficiencies and  
29 complete the work. The contractor, in turn, placed a lien on the association for non-payment and  
30 filed a lawsuit against the association and the former president of the board for defamation of  
31 character.

32 *The Rule Enforcement*

33 The enforcement of rules and regulations is an additional problem. The current rules and  
34 regulations are unclear. The president selectively enforces them, seemingly based upon her whim.

35 *The Personnel*

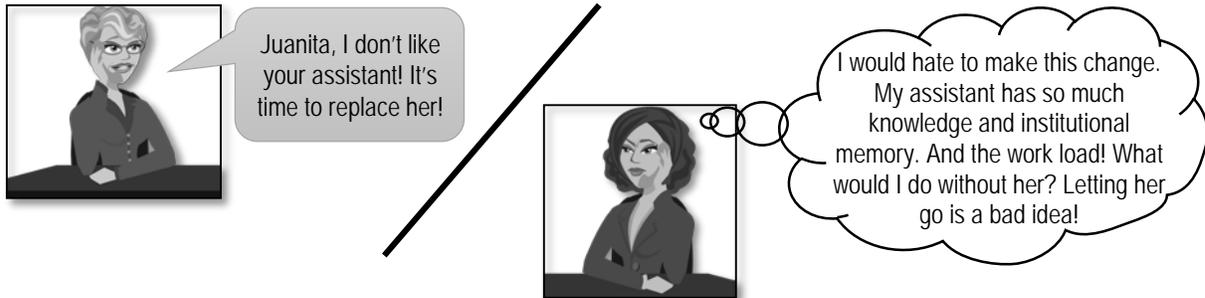
36 In recognition of the high workload and need for improved staff, the board permitted Juanita to hire  
37 an assistant manager and recruit a new, more experienced maintenance supervisor.

38 However, the president believes that work can be accomplished with the staff that Juanita already  
39 has. Other board members disagree with the president and urged Juanita to hire additional staff.

1 **The Stress**

2 Additionally, the president often calls Juanita at home to discuss association rumors, her feelings  
 3 about actions or comments of other directors, her concerns about the rule breakers and the lack of  
 4 progress on the new security system, and other matters that are not directly related to the operation  
 5 of the association. Juanita allows Linda to call her with the hope that she will stop calling as she  
 6 becomes more secure with Juanita as the CAM.

7 Also, the president doesn't like the administrative assistant who has been employed by the  
 8 association for the past fifteen years.



9 **The Manager under Stress**

10 During the first nine months of Juanita's employment, major progress was made  
 11 in facilitating the completion of the capital projects. However, she recently  
 12 increased her work schedule to over 60 hours per week including working on the  
 13 weekends so she is experiencing considerable fatigue, committing errors that she  
 14 normally wouldn't, and is doubting her ability to overcome the obstacles that are  
 15 preventing her from accomplishing the goals of the association.



16 Juanita is now a manager under stress.

17 **Solution**

18 **Identify the Stress**

19 Juanita's stress has a number of major causes, including:

- 20 ▪ An imbalance between the demands of the job and the resources available to meet the  
 21 demands.
- 22 ▪ A lack of adequate support from the president and board.
- 23 ▪ A toxic work environment resulting from the stress that the owners, residents, and board  
 24 members are under because of the financial state of the association and physical condition  
 25 of the building.

26 **Reduce the Stress**

27 Juanita can take a number of actions to reduce her stress level.

28 Such as:

- 29 ▪ Communicate clearly
- 30 ▪ Establish boundaries
- 31 ▪ Assert authority
- 32 ▪ Advocate for clarification
- 33 ▪ Discontinue selective enforcement of the rules

1 Communicate Clearly

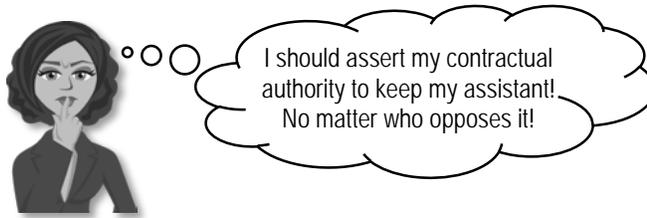
2 Juanita should communicate more clearly with the president and board so that they understand that  
3 she needs additional resources in order for the routine operations of the association to be properly  
4 conducted, to complete the numerous capital projects, including hiring a capital projects specialist.



5 Establish Boundaries

6 Juanita needs to establish boundaries with the association president to reduce the unnecessary  
7 communication on Juanita's off hours.

8 Assert Authority



9 Advocate for Clarification



10 Discontinue Selective Enforcement of the Rules

11 Juanita must convince the president that selective enforcement of the rules is counterproductive  
12 and results in a higher level of stress and discontent among the residents.

13 She could explain that, in addition to being illegal, continuation of the policy will result in greater  
14 difficulty in achieving the stated goals of the association.

15 *Find the Relevant Model of Stress*

16 Which model of stress applies to this situation?

- 17     ▪ Person-Environment Fit Model
- 18     ▪ Diathesis-Stress Model
- 19     ▪ **Job Demands-Resources Model**
- 20     ▪ Effort-Reward Imbalance Model

21 The most descriptive model for scenario 1 is the job demands-resources model because the  
22 demands of the job exceeded Juanita's resources to do the job.

1 **SCENARIO 2: WHO’S RUNNING THE SHOW**

2 **Outline**

3 Within scenario 2, we’ll look at these issues:

4 Scenario	5 Solution
<p>5     ▪ The manager</p> <p>6     ▪ The president</p> <p>7     ▪ The stress</p> <p>8     ▪ The manager under stress</p>	<p>5     ▪ Reduce stress</p> <p>6     ▪ Adapt to the situation</p> <p>7     ▪ Wait for the light at the end of the tunnel</p>

9 Find the relevant model of stress

10 **Scenario**

11 *The Manager*

12 Julie Parker has been the CAM of Marina Point, a 250-unit homeowners’  
13 association, for the past five years.

14 She is well liked by the owners and takes considerable pride in her ability to  
15 perform her job effectively. She is an independent spirit and appreciates that the  
16 board trusts her to do it with a minimum of interference from them, until just  
17 recently.



Julie Parker

18 *The President*

19 At the last board meeting, a new president, Sam Warshafsky, was elected.

20 Sam is in his early sixties and recently retired from a self-owned scrap metal  
21 business that he created from scratch. He operated his business without much  
22 attention to governmental regulation, except to develop methods of evading it,  
23 and that made him a wealthy man. He believes his success in life is due to his lack of trust in  
24 anyone but himself, and his personal involvement in every infinitesimal aspect of his business.



Sam Warshafsky

25 Unfortunately, Sam has not adapted well to retirement and is seeking an outlet for his considerable  
26 energies.

27 The morning after Sam’s election, he came into Julie’s office dressed in an expensive suit and tie  
28 and informed her ...

Hi, Julie. I intend to be a “hands on” president. So, if you don’t mind, I think I’ll just sit here and watch everything that goes on in your day.

I appreciate your willingness to become involved. Let me give you a full orientation and report on all current and important activities of my office.

29 Although a little uncomfortable with his request, Julie agreed and went to work. He sat there all day  
30 just observing.

31 Around noon, Sam invited Julie to lunch. She accepted and they spent her lunch break discussing  
32 special projects, cost savings strategies, and association politics. Although Julie offered to split the  
33 cost of the lunch bill, Sam insisted on personally paying the check.

34 The next day, Sam came into the office and took his seat. Again, Julie accompanied him to lunch.

35 This established a new daily routine.

36 At the next board meeting, Sam reported that he and Julie are working well together.

1 **The Stress**

2 At the beginning, this routine seemed pleasant enough and didn't appear to interfere with Julie's  
3 ability to manage the association. However, after a couple of weeks, Julie began to notice that the  
4 maintenance, housekeeping, and security staff changed some well-established procedures.

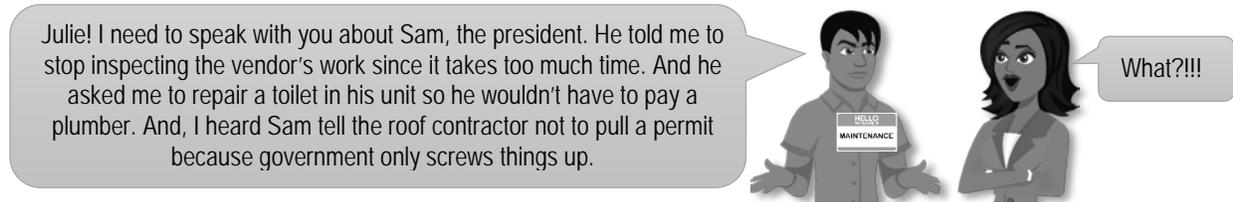
5 Upon inquiring of the staff, she learned that Sam directed them to make some minor changes in their  
6 activities. She directed them to return to the regular, established procedures.

7 Julie soon realized that during their lunch discussions, she and Sam disagreed about a number of  
8 policies that Julie had successfully implemented with board approval.



9 Julie was upset by this. Policies and procedures that she developed and recommended were  
10 approved by past boards, placed in clearly written manuals, and used to train personnel to ensure  
11 uniform application. Now, it appears, they are in danger of being revised or discarded upon the sole  
12 discretionary authority of the president. Julie sees that her authority to direct staff is being undermined  
13 by the president's actions. Julie explained her concerns to Sam, who again shrugged them off. He  
14 suggested that she was overreacting. After a heated discussion, Sam agreed to let Julie know when  
15 he wants a change made.

16 The next day, the maintenance director, Alvino, came to her as she was leaving for the day.



17 **The Manager under Stress**

18 At the end of the day, Julie went home to her family, who depend on her calm  
19 demeanor to deal with everyday problems, as well as her paycheck.

20 Although she knew that managers don't cry, she went into her bedroom, closed  
21 the door, and wept.

22 Julie is now a manager under stress.



23 **Solution**

24 **Reduce the Stress**

25 Julie could employ a number of alternative strategies.

26 She could explain to Sam that in order for the association to operate effectively, the concept of  
27 chain of command must be followed.

**Note**  
Chain of command: Sometimes called the "scalar chain," chain of command is the formal line of authority, communication, and responsibility within an organization.



1 However, given Sam’s background, these strategies may not prove effective and could result in  
 2 alienating him completely.

3 Additionally, the association’s documents state that, “... *the president shall be the chief executive*  
 4 *officer and have the general powers and duties of management and supervision of the association.*”

5 As such, he is Julie’s direct superior and, except for actions that would constitute violations of law  
 6 and/or the association documents, she must take direction from him.

7 ***Adapt to the Situation***

8 Successful managers often pride themselves on their ability to control and manage the operations  
 9 of the association. They are typically hired to do just that by boards of directors that don’t want to do  
 10 it themselves.

11 Therefore, the ability to adapt is an essential survival skill for  
 12 managers.

13 Sometimes that requires the ability to “read” and understand the  
 14 political, personal, and inter-relational components of their job  
 15 environment, and then adapt to that environment much like how a  
 16 chameleon changes it’s colors to blend in with its environment

17 It appears that, if Julie desired to reduce her stress and keep her  
 18 job, she must be willing to ...

- 19     ▪ Accept her subordinate status
- 20     ▪ Stop disagreeing with the president
- 21     ▪ Give him what he wants



22 She may find that, by deferring to him, her job becomes much easier. Perhaps he might eventually  
 23 begin to trust her competence and give her more leeway.

24 ***Wait for the Light at the End of the Tunnel***

25 Ultimately, the board and/or the owners will determine if the president’s use of his authority is  
 26 working to their satisfaction.

27 As we all know, sooner or later everything changes.

28 Sometimes you just have to wait things out.

29 ***Find the Relevant Model of Stress***

30 Which model of stress applies to this situation?

- 31     ▪ **Person-Environment Fit Model**
- 32     ▪ Diathesis-Stress Model
- 33     ▪ Job Demands-Resources Model
- 34     ▪ Effort-Reward Imbalance Model

35 The most descriptive model is the person-environment fit model because there’s a mismatch in  
 36 Julie’s attitude (need for autonomy) and the work environment.

## 1 **SCENARIO 3: UNDER FIRE**

### 2 **Outline**

3 Within scenario 3, we'll look at these issues:

4 Scenario	Solution
5     ▪ The manager	▪ Manage the conflict
6     ▪ The president's wife	▪ Reduce the stress
7     ▪ The new president	
8     ▪ The grudge	
9     ▪ The division	
10    ▪ The escalation	
11    ▪ The manager under stress	

12 Find the relevant model of stress

### 13 **Scenario**

#### 14 *The Manager*

15 Rene La Croix has been the CAM of a 200-unit condominium association for the  
16 past eleven months. He is a competent manager with a kind and gentle  
17 disposition.

18 He left his previous position because he didn't like the conflict that existed  
19 among the board members. He found it extremely stressful to be in the middle  
20 of a "condo war."



Rene La Croix

#### 21 *The President's Wife*

22 Approximately three months after Rene became manager, he unknowingly offends the president's  
23 wife, Cecilia. He knows that past managers had problems with Cecilia, and that she was  
24 instrumental in the firing of Rene's predecessor.

25 Because of this perceived offense, Cecilia tells the community members that Rene is a poor  
26 manager, without giving any specifics. Soon afterward, she convinces her husband, Oscar de la  
27 Zapata, the president, that Rene should be replaced.

28 Oscar then sends an email to the four other board members, in which he states that he has lost  
29 confidence in the manager and strongly recommends that they replace him.

30 The other members are aware of Cecilia's influence in removing the previous manager. Each of  
31 them believes that Rene is doing a good job; therefore, they reject Oscar's recommendation to  
32 replace their CAM.

33 Oscar immediately resigns as president, but remains on the board as a director.

#### 34 *The New President*

35 No other board member is willing to assume the presidency, so they finally settle on  
36 Joe Hirsch, who is eighty-five years old.

37 Joe is a well-liked and highly respected person in the community, but he is in poor  
38 health due to a heart condition.

39 Joe has a strong belief in his ability to achieve harmony through reasoned  
40 discussion. He had made his living as a marketing executive, so he has little  
41 experience or understanding of community association management.



Joe Hirsch

1 Rene and Joe soon develop an excellent working relationship. Joe becomes dependent on Rene's  
 2 expertise and appreciates his willingness to keep him and the board informed of the status of the  
 3 three major capital projects that the association had recently initiated.

4 *The Grudge*

5 Cecilia remains resentful, especially since her husband was "forced" to resign as  
 6 president.

7 She holds a grudge against Rene, and initiates a campaign, both overt and covert, to  
 8 undermine Joe and discredit Rene.

9 Both she and Oscar have many friends in the association, and Cecilia uses her  
 10 position as chair of the book club to build a strong political base.



Cecilia

11 Recognizing Joe's popularity with the residents, Cecilia and Oscar determine that their actions  
 12 would be most effective if directed at the manager rather than the president. They know that Joe  
 13 would be ineffective without Rene to guide him.

14 Cecilia befriends the administrative assistant, Leila, who was hired by Rene's predecessor just  
 15 before he was fired. She encourages Leila to report to her and Oscar about everything that occurs  
 16 in the office, and makes suggestions on how Leila can help undermine Rene.

17 Cecilia promises Leila that she will be promoted if Rene is fired.

18 *The Division*

19 Joe became even more impressed with Rene upon witnessing his preparation and response to  
 20 three major hurricanes that struck the property during a four-month period. He reports to the board  
 21 about the exceptional job performed by Rene and his staff.

22 This doesn't suit Oscar and Cecilia; they circulate rumors that Rene is ineffective in his efforts to  
 23 quickly repair the storm damage and get the delayed capital projects back on track.

24 Oscar convinces Rudy La Motta, another board member, that he would make an excellent  
 25 successor to Joe Hirsch. Rudy's wife, Susan, is a close friend of Cecilia's. Rudy now joins Oscar in  
 26 his attacks on Joe and Rene.

27 Oscar and Rudy, along with their spouses, begin to pressure the association's treasurer, Richard  
 28 Franklin. They know that only three votes are required to remove Joe from the presidency and  
 29 replace their CAM.

30 The board is divided and argues at every meeting.

31 *The Stress*

32 During the next three months, owners and residents take sides, as the criticisms of Joe and Rene  
 33 increased. However, despite the efforts of the dissident directors, the majority of owners recognize  
 34 and appreciate Joe's efforts and Rene's dedication and competence. They also witness the  
 35 hurricane damage being repaired and the other capital projects moving forward.

36 Richard Franklin (the treasurer) also declared his support for Joe.

37 Despite, and perhaps because of the ugly attacks and rumors, it became evident that the majority of  
 38 the community supports Joe and Rene.

### *The Manager under Stress*

Although Rene is aware that his job is secure and he has the board and president's support, he is very unhappy about the conflict in the community and the personal attacks he has had to endure.

He started attending church and praying at his desk. This new behavior surprised his friends and co-workers who were under the impression that Rene lacked any religious belief.

Despite his newfound faith and the fact that he needs the money, he is considering resigning.

Rene is now a manager under stress



### **Solution**

#### *Manage the Conflict*

Conflict is a common occurrence in community associations. CAMs are frequently the object of criticism, some of it personal and nasty, simply because they enforce rules and regulations, or are associated with an unpopular president or board.

In addition to having to manage the daily operations of an association and/or special projects, CAMs must also be able to manage board and community conflict and the resulting stress they experience.

As a CAM, you shouldn't take criticism or complaints personally, even if they're meant to be disparaging or hurtful. If you can, process negative communication objectively and in a professional manner. The criticism should initially be evaluated as to its validity.

- If the criticism is valid and remedial action is necessary, you, within your authority, should fix the problem and let the complainant know that the problem has been resolved.
- If the issue requires the president or the board to act, you should communicate that information so the complainant knows that their concern is not being ignored.
- If invalid, communicate the reason why without sarcasm or disrespect. Make sure that every response begins with something like this, "Thank you for your expression of concern about..."

Negative situations can often be defused by simply responding respectfully. "Killing them with kindness" often works very well.

#### *Reduce the Stress*

If Rene is unable to manage his thoughts effectively and communicate in a professional manner, he might be better off finding a new job and perhaps, a new, less stressful career.



I can manage my thoughts effectively! I can communicate in a professional manner. I can do this

#### *Find the Relevant Model of Stress*

Which model of stress applies to this situation?

- Person-Environment Fit Model
- **Diathesis-Stress Model**
- Job Demands-Resources Model
- Effort-Reward Imbalance Model

Since Rene has a pre-dispositional vulnerability to stress, the model that best describes Rene's situation is the diathesis-stress model.

1 **SCENARIO 4: DOING THE RIGHT THING**

2 **Outline**

3 Within scenario 4, we'll look at these issues:

4 Scenario	5 Solution
6     ▪ The manager	6     ▪ Identify the stress
7     ▪ The association's policies	7     ▪ Reduce the stress
8         ○ Copy policy	
9         ○ Delivery policy	
10        ○ Contract bidding policy	
11     ▪ The CAM's struggle	
12         ○ Advice	
13         ○ Counseling	
14         ○ Decision	
14     ▪ The manager under stress	

15 Find the relevant model of stress

16 **Scenario**

17 *The Manager*

18 Dudley Wright has been the manager of Belladonna Gardens, a 150-unit  
 19 homeowners' association, for the past two months. Prior to accepting the position,  
 20 Dudley made extensive inquiries regarding the association and its board of  
 21 directors. He learned that there had been rumors about previous boards accepting  
 22 kickbacks from contractors and that money mysteriously disappeared from  
 23 association accounts.

24 When interviewing for the job with the newly elected board, Dudley stressed that he wouldn't do  
 25 anything he considered illegal, unethical, that violated the association's documents, or the  
 26 professional standards that govern CAMs. The board members informed him that they had been  
 27 elected by the members based on their collective pledge to conduct themselves honestly and  
 28 legally.

29 Happily, up to this point, the board was as good as their word. Dudley neither witnessed nor was  
 30 asked to do anything that was the least bit improper ... or had he?

31 *The Association's Policies*

32 The association, like all other associations, has written rules and regulations for the staff and  
 33 residents to live by.

34 While watching a TV show about politics, corruption, and ruthless ambition one evening at home,  
 35 Dudley was reflecting on his brief employment with the HOA. He was thankful that he didn't work in  
 36 such an environment as depicted by the TV show, until suddenly he remembered several, recent  
 37 incidents that occurred and could qualify as improper behavior.

38 Let's look at those incidents.



Dudley Wright

1 Copy Policy

2 The association's policy regarding making copies for owners and residents is that copies can be  
3 made at a cost of 25¢ per page.

4 The association board has a prominently displayed sign that states the policy.

5 Copy Policy Incident

6 One afternoon, Jane Barker, the secretary of the association, came into the office with an armful of  
7 sheet music, and headed right over to the copier.

8 When she had finished making her copies, (totaling 250  
9 pages or half of a ream of paper) she left the office.

10 Dudley was very busy at the time, but noticed that Jane left  
11 the office without paying. Yet Dudley didn't mention this to  
12 Jane or anyone else.



°°° Hmm. Jane should've paid \$62.50 for her copies. Maybe I should remind her.

13 Delivery Policy

14 The association's policy restricts deliveries.

**Belladonna Gardens  
Delivery Policy**  
Monday - Friday  
8:30 am to 5:00 pm  
Saturday  
9:00 am to 12:00 pm

15 Exceptions can be granted only in an emergency, or with the consent of the board.

16 Delivery Policy Incident

17 One Friday evening, the association president, Billy DeKidd, informed Dudley that he scheduled a  
18 delivery for tomorrow afternoon, Saturday.

19 The president explained that he needs a waiver of the rule  
20 because Saturday afternoon is the only time he can be  
21 there to accept the delivery.

22 This rule exists without preference to any owner, regardless  
23 of their position.

24 Again, Dudley said nothing.

25 Contract Bidding Policy

**Belladonna Gardens  
Bidding Policy**  
No director or officer may contact any contractor who has placed a bid. Any negotiations or clarifications to bid submissions may be authorized by the president and carried out by the manager.

26 The association's bidding policy is very clear.

27 Contract Bidding Policy Incident

28 Treasurer, Tom Sutton, after reviewing the bids for the  
29 planned-resurfacing project, contacted one of the bidders  
30 and requested a new, lower cost proposal.

31 Yet again, Dudley said nothing.



°°° Maybe I should say something to Billy about following the rules.



°°° Maybe I should remind Tom about the HOA's bidding policy.

1 *The Stress*

2 Dudley now realizes that perhaps he isn't employed by a totally honest and upright board. His  
3 intention of working for an association that would uphold his high ethical standards is not being  
4 realized here at Belladonna Gardens.

5 Dudley decides that he needs to seek guidance from his wife, Claudia, and his minister, Pastor  
6 John Armstrong, before taking any action.

7 Advice

8 That evening, just as he arrives at his door, Claudia greets him with a big hug and smile. "Dudley,"  
9 she gushes, "Guess what! We're going to have a new addition to our family." Dudley joyfully  
10 expresses his happiness with the blessed event – his first child – and quickly decides to defer a  
11 discussion of workplace problems to a more appropriate time.

12 However, he did schedule a counseling appointment with Pastor John for later.

13 Counseling

14 During the counseling appointment, the pastor listened attentively to Dudley. When Dudley finished  
15 describing his struggle, Pastor John advised him that these occurrences amounted to unscrupulous  
16 behavior on the part of the board members. He further suggested that Dudley acted unethically in  
17 his passive response. The pastor strongly advised that Dudley denounce such conduct on the part  
18 of his board members whenever it occurs.

19 Decision

20 Dudley leaves the counseling session upset and somewhat confused, he decided to look up two  
21 words that his pastor used, "scruples" and "unscrupulous."

Note

Scruples: A feeling of doubt or hesitation with regard to the morality or propriety of an action.  
Unscrupulous: Without moral scruples  
Ethics: The moral principles governing or influencing conduct.  
Morals: Based on or adhering to the code of behavior that is considered socially right or acceptable.

22 After he read the definitions, Dudley determined that he wouldn't passively accept the unscrupulous  
23 behavior of the board members or anyone else for that matter!

24 Advice

25 That night, he tells Claudia  
26 of his discussion with the  
27 pastor and of his decision  
28 on how he plans to  
29 respond during future  
30 incidents. She is not  
31 happy!



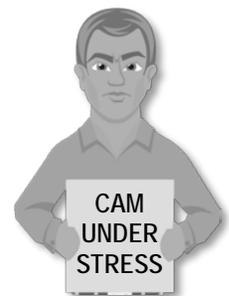
Well, just let me inform you, sir, that the world we live in is corrupt! Who appointed you to be its watch dog? Oh! And let me remind you, darling, with a new baby on the way, we can't afford for you to lose your job!

32 *The Manager under Stress*

33 The next day, President Billy DeKidd came into the office and directed Dudley to issue a \$250  
34 check to him for expenses he incurred in the performance of his duties as  
35 president.

36 Dudley requested copies of the receipts. Billy replied that he lost them, but  
37 Dudley shouldn't be concerned because Treasurer Tom Sutton agreed to  
38 countersign the check.

39 Dudley Wright is now a manager under stress.





1 **Q&A 3: Violation of Personal Code**

2 Q. Does the action violate his personal code of ethics in such a manner that he finds it to be  
3 uncomfortable and stress inducing?

4 A. If it's an issue of a conflict between his standards of conduct and the organization's, and not  
5 a question of law, he needs to make a decision whether he can live with a less-than-perfect  
6 moral environment.

7 *Disclaimer*

8 It should be noted that honest people are present in even the most corrupt of organizations. It isn't  
9 uncommon that, once aware, they take prompt and appropriate action to end the misbehavior. The  
10 manager, by bringing the problem to the surface, rather than being complicit by their silence, might  
11 be seen as someone who deserves credit for their courageous action.

12 Of course, if things don't go the right way, the manager might lose their job and paycheck at a time  
13 when they can least afford it. They will have proven the old adage that "no good deed goes  
14 unpunished." The manager, under such circumstances, can take comfort in knowing that their honor  
15 and integrity are intact, and they can seek another position knowing that they did the right thing.

16 *Find the Relevant Model of Stress*

17 Which model of stress applies to this situation?

- 18 ■ Person-Environment Fit Model
- 19 ■ Diathesis-Stress Model
- 20 ■ Job Demands-Resources Model
- 21 ■ Effort-Reward Imbalance Model

22 The most applicable model is the Person-environment fit model because Dudley's standards of  
23 conduct are incompatible with the organization's standards, as exemplified by the behavior of the  
24 president and treasurer.

25 **SCENARIO 5: SEEKING PERFECTION**

26 **Outline**

27 Within scenario 5, we'll look at these issues:

28 Scenario	29 Solution
29 ■ The manager	■ Identify the stress
30 ■ The association war	■ Receive advice from colleagues
31 ■ The exhausted CAM	■ Reduce the stress
32 ■ The mediation	
33 ■ The stress	
34 ■ The manager under stress	

35 Find the relevant model of stress

1 **Scenario**

2 *The Manager*

3 Luther Van Broek has managed Villa de Banana Condominium Association for  
4 the past six years. He is a perfectionist, who commits himself totally to every job  
5 he undertakes. The idea of failure is abhorrent to him. He is a highly skilled  
6 manager, who believes he understands all aspects of his job, including its  
7 financial, maintenance, project management, knowledge of the law and  
8 association documents, and relationship dimensions. He just might be the perfect  
9 CAM (or maybe not).



Luther Van Broek

10 Luther likes to work for dysfunctional and conflict-ridden organizations because he sees them as  
11 worthy challenges to his highly developed management skills. He also understands that an  
12 organization in distress will often provide a much higher level of compensation to the manager to  
13 get its house in order. It might also possess a willingness to express its appreciation in other, non-  
14 monetary, but emotionally satisfying, ways.

15 *The Association War*

16 The owners of Villa de Banana have split into warring camps.

17 One group supports the current board; a second group opposes it; and a third group hates both  
18 groups.

19 The third group consists of a past president and his wife, Lester and Lesley Dunlop, who are  
20 determined to do everything in their power to obstruct the current board and any successive board  
21 from accomplishing anything.

22 Luther understands the reason why Lester is so bitter. He has been accused of mishandling millions  
23 of dollars in capital project funding, and in the most recent election, he received the second fewest  
24 votes of nine candidates.

25 His wife, Lesley, received the fewest votes in that election.

26 Lester has created problems for the board in a number of different ways.

- 27     ▪ He is not paying his maintenance assessment to protest what he claims to be the  
28     management's refusal to repair the damaged sliding glass doors in his unit.
- 29     ▪ He is suing the board and the past president for defamation of character and for failure to  
30     provide him with an accurate certificate of assessment.
- 31     ▪ He continuously makes written demands for information that are designed to severely impair  
32     the manager's capacity to perform the routine operations of his office, not to mention the  
33     many capital projects he is managing.

34 Although Luther is well aware of Lester's statutory right to the information he has requested, he  
35 finds it difficult to set aside time to do the necessary research to obtain the documents and meet the  
36 board's demands to make progress on the capital projects, some of which have been undertaken in  
37 response to Fire and Building Department citations. He requests additional resources from the  
38 board to handle the additional burden. The board president, Lavinia Hare, responds that they are  
39 operating at a deficit and do not have sufficient funds. She further informs him that, since he is a  
40 salaried employee, he has to work whatever hours that are necessary to get the job done. Lavinia  
41 tells him that he is a great manager and should easily be able to accomplish the work with just  
42 some minor adjustments.

1 *The Exhausted CAM*

2 Luther is now working over 60 hours a week, a substantial increase from the 45 hours a week he  
3 was working during the first few years of his employment. However, the additional hours have made  
4 a real difference. Within two months, the backlog in his office has almost disappeared and the  
5 capital projects are now back on track.

6 Given his accomplishments and additional effort, Luther decides that he deserves to be rewarded  
7 for his stellar effort with a pay raise, however, when he asks Livinia, she informs him that the board  
8 will meet in a closed session next Monday to consider his request.

9 *The Mediation*

10 The morning after the board meeting, Luther arrives at his office an hour early to get a jump on the  
11 day.

12 He suddenly remembers that he is due at a mediation session at 2:00 pm that afternoon. He  
13 immediately gathers the documents he needs for the meeting, gets in his car, and drives through  
14 heavy traffic in an attempt to get there on time.

15 As he arrives at the meeting ten minutes late, the two attorneys, (Johnny Demon representing the  
16 plaintiff, Lester Dunlop, and Angelo Punt, the association attorney), and President Lavinia Hare are  
17 awaiting impatiently.

18 Two hours into the meeting, Luther is asked to produce a specific document that is crucial to  
19 resolving the dispute. He checks his briefcase but to his horror, cannot locate the document. He  
20 remembers that Lavinia had removed that particular file from the office last week and had not  
21 returned it. Luther informs the attorneys that he doesn't have the document.

22 The meeting is adjourned to a later date.

23 *The Stress*

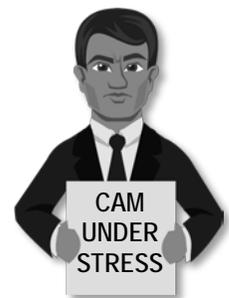
24 That evening, Luther is sitting at home reading his correspondence from the office. He reads a letter  
25 from the board that states it has determined that a pay increase is not warranted at this time and  
26 that the subject will be revisited upon completion of the capital projects.

27 Luther is disappointed and angry at the same time. He quickly pens a hostile, yet succinct letter as  
28 a reply.

29 *The Manager under Stress*

30 Then he forces himself to meditate, and subsequently calms down. He  
31 considers how much he loves his challenging job, how committed he is to  
32 achieving positive outcomes, and how good he is going to feel when the major  
33 projects are successfully completed. However, Luther remains very angry and  
34 frustrated that all of his hard work and efforts have gone unrewarded and  
35 unacknowledged.

36 Luther is now a manager under stress.



37 **Solution**

38 *Identify the Stress*

39 To be an effective CAM, a considerable degree of self-confidence and commitment, in addition to  
40 other qualities, are required. In this scenario, we have a manager, Luther, who is possessed with an  
41 abundance of both. Luther also believes that he is entitled to be richly rewarded for what he brings  
42 to the job, both extrinsically, with money, and intrinsically, with praise.

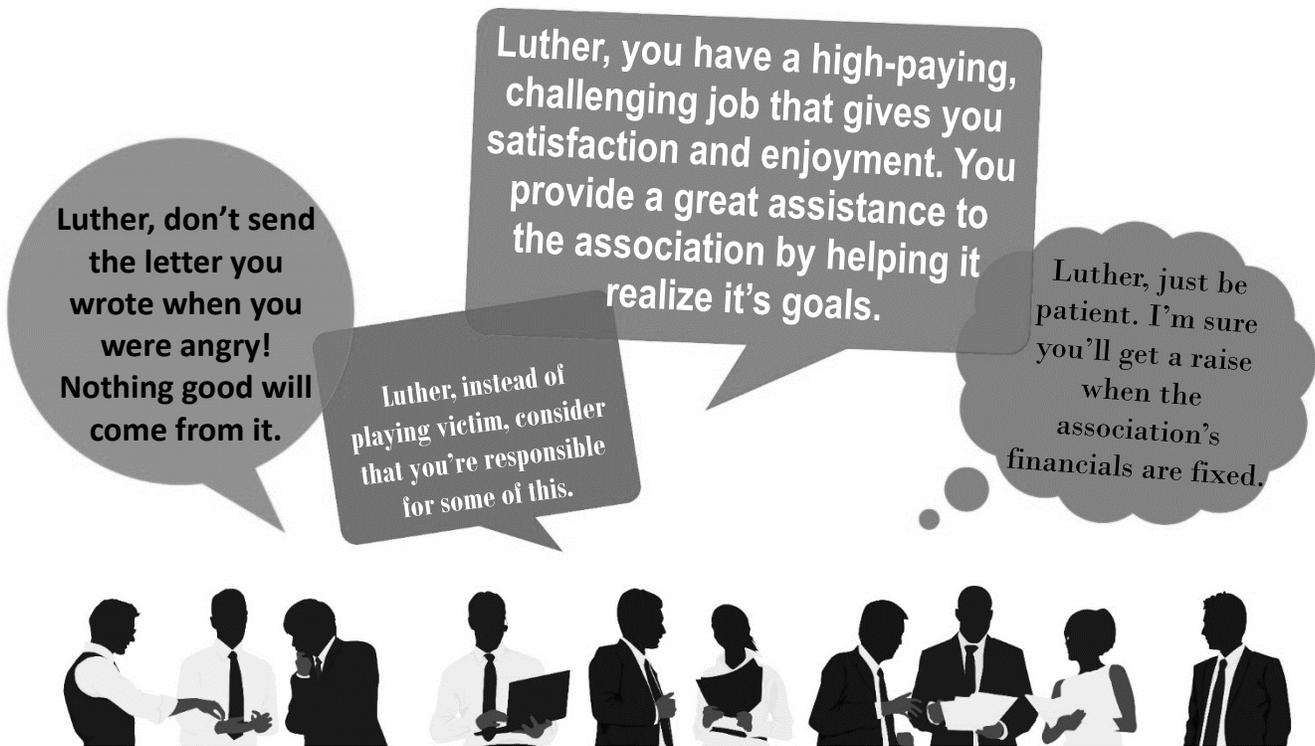
43 The main element causing Luther's stress is his pre-disposition to overcommit and great need for  
44 approval. Notice we said *pre-disposition*. We all have distinct personalities and pre-dispositions

1 towards certain personality traits. However, most individuals also have the ability to become aware  
2 of personal characteristics that are detrimental to themselves or others, and modify or change the  
3 behaviors that are the result of those characteristics.

4 Luther might be quite comfortable with himself and see his qualities as virtues and assets. He might  
5 also take some comfort in knowing that he is in the right and the directors are in the wrong; that he  
6 is a victim of an ungrateful and shortsighted board of directors.

7 *Receive Advice from Colleagues*

8 As friends and colleagues, we could remind Luther of these things.



9 *Reduce the Stress*

10 In order for Luther to manage his level of stress better, he needs to find a way to reduce or  
11 eliminate the reciprocity deficit, by either modifying his need for approval and his level of  
12 commitment, or finding a way to motivate the board to give him more of what he wants.

13 *Find the Relevant Model of Stress*

14 Which model of stress applies to this situation?

- 15     ▪ Person-Environment Fit Model
- 16     ▪ Diathesis-Stress Model
- 17     ▪ Job Demands-Resources Model
- 18     ▪ **Effort-Reward Imbalance Model**

19 The most applicable model is the effort-reward imbalance model which recognizes stress to be the  
20 result of a deficit of reciprocity as perceived by the employee. Employees who are most susceptible  
21 to this cause of stress have an excess of commitment to their job and a high need for approval.

## MANAGER UNDER STRESS FINAL EXAM

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Use the answer sheet on page 145 to indicate your responses

1. **Which of the following best defines stress?**
  - a. Guilty feelings resulting from improper behavior
  - b. Fear resulting from failure to complete an assignment
  - c. A neurotic response to a toxic work environment
  - d. An emotional experience associated with nervousness, tension, and strain
  
2. **Which statement regarding stress is true?**
  - a. It's always harmful to job performance.
  - b. It's nature's way of telling you to slow down.
  - c. It can be caused by both external factors and internal perceptions.
  - d. It's a feeling that can be relieved by transferring it to someone else.
  
3. **How is occupational stress defined by NIOSH?**
  - a. The negative emotions created by a combination of unfair supervisors, incompetent subordinates, and a monotonous work routine
  - b. The harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker
  - c. The psychological reaction of employees to poor management practices
  - d. Employees' reaction to changes in the workplace environment
  
4. **Surveys have determined that stress may be caused by all of the following except which item listed here?**
  - a. Working long hours
  - b. Having to give speeches in front of your co-workers
  - c. Concern about advancement opportunities
  - d. Being assigned a more spacious office
  
5. **From the list, which is an example of an intrinsic award provided by an employer?**
  - a. An increase in annual leave time
  - b. A promotion
  - c. A job assignment that allows the employee to feel he has a high degree of autonomy and choice.
  - d. An assigned parking space next to the association's president's space
  
6. **Which is the psychological model that best describes the cause of stress experienced by an employee who does not have the skills to perform a job effectively?**
  - a. Person-environment fit model
  - b. Diathesis-stress model
  - c. Jobs demand-resources model
  - d. Effort-reward imbalance model
  
7. **Which is the psychological model that best describes an employee who is pre-disposed to being susceptible to stress because of previous job experiences?**
  - a. Person-environment fit model
  - b. Diathesis-stress model
  - c. Job demand-resources model
  - d. Effort-reward imbalance model

- 8. Which is the psychological model that best describes occupational stress as a result of a reciprocity deficit, perceived by an employee, between their contribution to the job and their compensation?**
  - a. Person-environment fit model
  - b. Diathesis-stress model
  - c. Job demand-resources model
  - d. Effort-reward imbalance model
- 9. Which is the psychological model that best describes job stress as a result of an employee not being able to perform a job because the employer has not provided him with adequate staff?**
  - a. Person-environment fit model
  - b. Diathesis-stress model
  - c. Job demand-resources model
  - d. Effort-reward imbalance model
- 10. Researchers have determined that health-related effects of occupational stress include all but, which of ones listed here?**
  - a. Heart disease
  - b. Depression
  - c. Mad Cow Disease
  - d. Cognitive impairment
- 11. Which of the following is a cause of burnout?**
  - a. A benevolent supervisor
  - b. Excessive and prolonged stress
  - c. Being overpaid and under-appreciated
  - d. A lengthy career as a community association manager
- 12. The economic impact of occupational stress includes all except which of the following?**
  - a. Increased health care costs
  - b. Increased community association equity
  - c. Increased absenteeism
  - d. Increased cost of insurance claims
- 13. Which of the following is not a symptom of stress?**
  - a. Greater empathy for the misfortunes of others
  - b. Loss of appetite
  - c. Sadness
  - d. Tension and irritability
- 14. What does EAP stand for and what is it designed to accomplish?**
  - a. An Employee Alternative Program is designed so that employees understand that if they do not do things the employer's way there may be job alternatives with other employers.
  - b. An Employee Avoidance Program is designed to reduce negative interaction between supervisors and their problem subordinates.
  - c. An Employee Assistance Program is designed to assist employees in getting help for personal and family problems so that they may remain on the job and effective.
  - d. An Employer Advocacy Program is designed to communicate the employer's point of view so that employee's achieve a greater understanding of why they are not getting a pay increase.
- 15. Actions that an employer can implement that will reduce stress in the organization include all except which of the following?**
  - a. Have zero tolerance policy for workplace discrimination
  - b. Design jobs to provide meaning, stimulation, and opportunities for employees to use their skills
  - c. Ensure that the vending machines are fully stocked with high fructose sugary snacks and beverages
  - d. Clearly define employee's roles and responsibilities

- 16. From the listed actions that a manager might take, which does not reduce stress?**
- a. Exercise regularly
  - b. Delegate responsibility
  - c. Limit commitments to tasks that can be accomplished with available resources
  - d. Increase consumption of comfort food
- 17. Which of the following is not among the four major components of emotional intelligence?**
- a. Ability to effectively manage relationships
  - b. Ability to control one's emotions
  - c. Sensitivity and awareness of other's emotions
  - d. Ability to control other's actions
- 18. Which of these skills is not required to increase emotional intelligence?**
- a. The skill to recognize and utilize non-verbal communication
  - b. The skill to intuit other people's thoughts
  - c. The ability to constructively resolve conflict
  - d. The ability to use humor to reduce stress
- 19. All of the following behaviors increase job stress except which of the following?**
- a. Requiring perfection
  - b. Being disorganized and prone to clutter
  - c. Socializing with negative, toxic persons
  - d. Treating yourself and others with kindness and compassion
- 20. Which is not a method to dispel stress?**
- a. Meditation
  - b. Taking it out on your pet, spouse, and/or children
  - c. Taking a walk
  - d. Getting a new job

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