

## **1 Effective Communication Skill for better management of Time and Stress**

Communication is transfer of information and understanding from one person to another person. It is a way of reaching others with ideas, facts, thoughts, feelings and values. To a large extent success of extension worker/trainer in promoting changes among the farmers depends on his ability to communicate ideas.

Effective communication requires skill on the part of change agent/trainer. He should therefore be familiar with the process of communication and causes of communication breakdown and barriers in effective communication.

A significant point about communication is that it always involves at least two persons, a sender and a receiver. One person alone cannot communicate.

A manager/trainer may send a hundred bulletins, but there is no communication unless the bulletin is received, read and understood, communication is what the receiver understands, not what the sender says.

### **Importance of communication:**

Organization cannot exist without communication. If there is no communication, employees cannot know what their workers are doing, management cannot receive information inputs and supervisors cannot give instructions ordination of work is impossible and the organization will collapse for lack of communication. Cooperation becomes impossible, because people cannot communicate their needs and feeling to others.

When communication is effective, it tends to encourage better performance and job satisfaction, people understand their jobs better and involve more in them. The better, the earlier will be the development of the society.

### **Ingredients of communication**

Many researchers have developed many models in the communication process. Of course, these models differ from one another. But all of them agree that there are minimum three ingredients i.e., the speaker, message and the audience.

### **Skill to be required by the communicator:**

1. Ability to plan a communication strategy
2. Ability to write
3. Ability to speak
4. Ability to prepare and use simple visuals
5. Ability to treat the message
6. Ability to read
7. Ability to listen
8. Ability to gesture
9. Ability to think or reason
10. Ability to analyze feedback

### **Communication phases**

- Expression
- Interpretation
- Response

**Ways to improve interpretation**

- Remove physical destruction
- Attract attention of audience
- Repeat the message
- Use more than one channel
- Create reality in communication
- Put emphasis on learning by doing.

**Feed back:**

- It means receiving information on how other people have reacted to ones' own behavior.

**Importance of feedback:**

1. Communicator can use reaction of receiver as a check on his own effectiveness.
2. As guide to his own future action.
3. Feedback increases confidence of sender.

**Role of feedback:**

1. Removes the barriers.
2. Rectifies transmission errors.
3. Increases accuracy of information.
4. Improves communication.

**1. Communicator:**

*Communicator should have*

- Correct role perception
- Communication skill
- Knowledge of subject
- Favourable attitude towards message and self receivers.
- knowledge of culture
- Knowledge of the local language.
- Ability to treat the message
- Knowledge of selection and use of channels

**2. Message:**

- Clear: understandable by audience.
- Significant : Economically, socially
- Specific : No irrelevant material
- Accurate: Scientifically sound.
- Timely: current
- Applicable.

**3. Channel :**

- Suitable to time, place, subject and audience.
- Should be in working condition
- Should be simple
- Easily manageable

- Use variety of channels.

**4. Treatment of message:**

While treating the message, following points be kept in mind

- Clarity of the objective
- Fit the channel selected
- Use best presentation skill
- Make message more important and interesting.

**5. Audience :**

Identify audience

- Potential audience
- Available audience
- Active audience

**6. Audience Response:**

**Strategy to improve communication:**

- Be sure what to communicate and why
- Use clear and simple words
- Use accurate symbols
- Don't speak one way
- Use more than one communication channel
- Develop listening habit
- Achieve accurate perception of others
- Respect believes of audience
- Don't force yourself on others
- Provide right climate
- Remember, communication is a two way process

## **2. Concept of Time Management**

### **Concept of Time Management**

The concept has been viewed differently through ages. Different cultures and different individuals in these cultures attach different meanings to time. In fact the concept of time is an integral part of one's personality and culture. Immanuel Kant, the great philosopher believed time had no existence outside the human mind. Einstein described time may be described as the dimension within which things change. From the view point of managers, time is a resource just like a labour and capital. As a resource time is completely inelastic. It can be misused or managed wisely. It is a resource which constantly gets depleted and replenished at the same time.

### **Significance of Time Management:**

Time is a precious for an individual as well as for an organization. Unlike other resources time cannot be renewed or replaced. The supply of time cannot be increased beyond 24 hours. Nothing can be managed unless time is managed. Hence time is the scarcest resource. Time must be rationed. Time is indispensable and innovation are necessary for proper management of time. If you manage time well, you will have the time to enjoy your spare time. Time management is concerned with planning, scheduling and controlling of time.

### **Fundamental Truths about Time:**

- ❖ Everybody has the same amount of time – 24 hours per day
- ❖ Time flies and drags
- ❖ It is a finite resource
- ❖ It cannot wait for us
- ❖ It cannot be stored and used in future
- ❖ It cannot be replaced
- ❖ It is costly
- ❖ There is no valuable resource which is more wasted than time

### **Causes of Time Wastage:**

The main causes of time wastage are as follows;

1. Indication : Lack of ability to decide quickly and correctly is the major source of time wastage
2. Procrastination
3. Lack of planning
4. Meeting: Most managers spend more of their time in meeting. Lack of effective organization and sufficient homework for meeting leads to considerable loss of time.
5. Frequent interruption and resulting fragmentation of time
6. Visitors who linger on

**Time Management - An Overview:**

Sr. No.	Time Waster	Time Saver
1	Unclear goals	Clear and specific goals
2	Lack of priorities	Carefully set priorities
3	Indecisiveness	Sense of urgency
4	Failure to get started	Enthusiasm about job
5	Lack of concentration	Selective reading
6	Failure to delegate	Getting things done fast
7	Over-commitment	Breakfast meetings
8	Haste	Quiet hour for thinking and planning
9	Management by crises	Clear communications
10	Paper work	Daily review of results
11	Over- management of sub-ordinates	Delegate to others
12	Obsession with routine and insignificant details	Learn to say 'no'
13	Poor filing system	Precision in fast attempt
14	Unrealistic time estimates	Realistic time estimates
15	Visitors	Separate insets' from unimportant
16	Meeting	Avoid activity trap
17	Incoming call	An action plan to meet all the above
18	Feeling pressure of work	Feel free about work
19	High anxiety level	Low anxiety level

**An executive is both a doer and manager:**

**Doing Functions:**

- ❖ Meeting visitors
- ❖ Writing letter
- ❖ Attending meeting
- ❖ Sanctioning leaves

**Managing Functions:**

- ❖ Supervision
- ❖ Co-ordination
- ❖ Team building
- ❖ Counseling
- ❖ Reviewing

**Successful executives spend more time on managing tasks rather than doing task.**

**How to improve time management**

Five steps process

1. List objectives
2. Rank objectives according to importance
3. List the activities necessary to achieve objectives
4. For each objective assigned priority to various activities required to reach the objective
5. Schedule activities according to priorities you have set

**Pruning time wasters:**

The various time robbers and ways of dealing with them are given below.

1. Telephone interruptions: Unplanned telephone conversation is generally longer than planned one. Therefore, plan your calls both incoming and outgoing.
2. Visitors: Unplanned and unwelcome visitors are great time wasters and cause physical interruption. Ask visitors to take an appointment before meeting or ask the visitor to see the right person.
3. Meeting: Effective meeting is essential for successful management of time. The agenda, start up and finish up time should be made known all in advance will help to save time in meeting.
4. Travel: Unnecessary travel should be avoided by making use of telex and telephone services.
5. Daily crises: In order to deal with the daily crises a manager should not over – react or under – react. Think and find out what response. If any is called for. Lay down routine procedure for recurring crises or delegate them.
6. Perfectionism: An obsession with perfectionism and excessive concern for details is a time waster. One way to curtail the perfectionist tendency is to give the plan or report to another person for second review. At the same time a habit of acting hastily without proper study of available options may cause waste of time.
7. Delegation: Delegation is central to effective management of time. A conscious search would often reveal activities which can and should be carried out by others. Subordinate should be encouraged to complete staff work and reporting it.
8. Ability to say no: Managers face several demands on their time. They must therefore, cultivate the ability to say ‘no’ without giving chance.
9. Quality of time: During different parts of the day those tasks should be done which can be done most effectively. E.g. Creative thinking can better be done in the morning when the mind is fresh.

10. Selective reading: Reading is time consuming and therefore, a manager should read material which is most relevant to his job.
11. Information: Both lack of necessary information and excessive information can hamper the work of a manager, therefore, an effective management information system (MIS) should be developed.
12. Paper work: Scrap all unnecessary forms, report and returns. Ensure that the gains from every type of paper work exceed the work involve. Use of abstract of long report, dictating machine, increasing reading speed. Making important points in the first reading etc. help to reduce time spent on paper work.

### **3. Stress Management for Better Performance**

#### **Stress Management**

##### **How to Reduce, Prevent, and Cope with Stress**

It may seem that there's nothing you can do about stress. The bills won't stop coming, there will never be more hours in the day, and your career and family responsibilities will always be demanding. But you have more control than you might think. In fact, the simple realization that you're in control of your life is the foundation of stress management. Managing stress is all about taking charge: of your thoughts, emotions, schedule, and the way you deal with problems.

##### **Identify the sources of stress in your life**

Stress management starts with identifying the sources of stress in your life. This isn't as easy as it sounds. Your true sources of stress aren't always obvious, and it's all too easy to overlook your own stress-inducing thoughts, feelings, and behaviors. Sure, you may know that you're constantly worried about work deadlines. But maybe it's your procrastination, rather than the actual job demands, that leads to deadline stress.

To identify your true sources of stress, look closely at your habits, attitude, and excuses:

- Do you explain away stress as temporary ("I just have a million things going on right now") even though you can't remember the last time you took a breather?
- Do you define stress as an integral part of your work or home life ("Things are always crazy around here") or as a part of your personality ("I have a lot of nervous energy, that's all")?
- Do you blame your stress on other people or outside events, or view it as entirely normal and unexceptional?

Until you accept responsibility for the role you play in creating or maintaining it, your stress level will remain outside your control.

##### **Start a Stress Journal**

A stress journal can help you identify the regular stressors in your life and the way you deal with them. Each time you feel stressed, keep track of it in your journal. As you keep a daily log, you will begin to see patterns and common themes. Write down:

- What caused your stress (make a guess if you're unsure)
- How you felt, both physically and emotionally
- How you acted in response
- What you did to make yourself feel better

##### **Look at how you currently cope with stress**

Think about the ways you currently manage and cope with stress in your life. Your stress journal can help you identify them. Are your coping strategies healthy or unhealthy, helpful



or unproductive? Unfortunately, many people cope with stress in ways that compound the problem.

### **Unhealthy ways of coping with stress**

These coping strategies may temporarily reduce stress, but they cause more damage in the long run:

- Smoking
- Drinking too much
- Overeating or undereating
- Zoning out for hours in front of the TV or computer
- Withdrawing from friends, family, and activities
- Using pills or drugs to relax
- Sleeping too much
- Procrastinating
- Filling up every minute of the day to avoid facing problems
- Taking out your stress on others (lashing out, angry outbursts, physical violence)

### **Learning healthier ways to manage stress**

If your methods of coping with stress aren't contributing to your greater emotional and physical health, it's time to find healthier ones. There are many healthy ways to manage and cope with stress, but they all require change. You can either change the situation or change your reaction. When deciding which option to choose, it's helpful to think of the four As: avoid, alter, adapt, or accept.

Since everyone has a unique response to stress, there is no "one size fits all" solution to managing it. No single method works for everyone or in every situation, so experiment with different techniques and strategies. Focus on what makes you feel calm and in control.

### **Dealing with Stressful Situations: The Four A's**

#### **Change the situation:**

- Avoid the stressor
- Alter the stressor

#### **Change your reaction:**

- Adapt to the stressor
- Accept the stressor

Stress management strategy #1: Avoid unnecessary stress

Not all stress can be avoided, and it's not healthy to avoid a situation that needs to be addressed. You may be surprised, however, by the number of stressors in your life that you can eliminate.

- **Learn how to say "no"** – Know your limits and stick to them. Whether in your personal or professional life, taking on more than you can handle is a surefire recipe for stress.
- **Avoid people who stress you out** – If someone consistently causes stress in your life and you can't turn the relationship around, limit the amount of time you spend with that person or end the relationship entirely.
- **Take control of your environment** – If the evening news makes you anxious, turn the TV off. If traffic's got you tense, take a longer but less-traveled route. If going to the market is an unpleasant chore, do your grocery shopping online.

- **Avoid hot-button topics** – If you get upset over religion or politics, cross them off your conversation list. If you repeatedly argue about the same subject with the same people, stop bringing it up or excuse yourself when it's the topic of discussion.
- **Pare down your to-do list** – Analyze your schedule, responsibilities, and daily tasks. If you've got too much on your plate, distinguish between the "shoulds" and the "musts." Drop tasks that aren't truly necessary to the bottom of the list or eliminate them entirely.

### **Stress management strategy #2: Alter the situation**

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If you can't avoid a stressful situation, try to alter it. Figure out what you can do to change things so the problem doesn't present itself in the future. Often, this involves changing the way you communicate and operate in your daily life.

- **Express your feelings instead of bottling them up.** If something or someone is bothering you, communicate your concerns in an open and respectful way. If you don't voice your feelings, resentment will build and the situation will likely remain the same.
- **Be willing to compromise.** When you ask someone to change their behavior, be willing to do the same. If you both are willing to bend at least a little, you'll have a good chance of finding a happy middle ground.
- **Be more assertive.** Don't take a backseat in your own life. Deal with problems head on, doing your best to anticipate and prevent them. If you've got an exam to study for and your chatty roommate just got home, say up front that you only have five minutes to talk.
- **Manage your time better.** Poor time management can cause a lot of stress. When you're stretched too thin and running behind, it's hard to stay calm and focused. But if you plan ahead and make sure you don't overextend yourself, you can alter the amount of stress you're under.

### **Stress management strategy #3: Adapt to the stressor**

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If you can't change the stressor, change yourself. You can adapt to stressful situations and regain your sense of control by changing your expectations and attitude.

- **Reframe problems.** Try to view stressful situations from a more positive perspective. Rather than fuming about a traffic jam, look at it as an opportunity to pause and regroup, listen to your favorite radio station, or enjoy some alone time.
- **Look at the big picture.** Take perspective of the stressful situation. Ask yourself how important it will be in the long run. Will it matter in a month? A year? Is it really worth getting upset over? If the answer is no, focus your time and energy elsewhere.
- **Adjust your standards.** Perfectionism is a major source of avoidable stress. Stop setting yourself up for failure by demanding perfection. Set reasonable standards for yourself and others, and learn to be okay with "good enough."
- **Focus on the positive.** When stress is getting you down, take a moment to reflect on all the things you appreciate in your life, including your own positive qualities and gifts. This simple strategy can help you keep things in perspective.

### **Adjusting Your Attitude**

How you think can have a profound effect on your emotional and physical well-being. Each time you think a negative thought about yourself, your body reacts as if it were in the throes

of a tension-filled situation. If you see good things about yourself, you are more likely to feel good; the reverse is also true. Eliminate words such as "always," "never," "should," and "must." These are telltale marks of self-defeating thoughts.

#### **Stress management strategy #4: Accept the things you can't change**

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Some sources of stress are unavoidable. You can't prevent or change stressors such as the death of a loved one, a serious illness, or a national recession. In such cases, the best way to cope with stress is to accept things as they are. Acceptance may be difficult, but in the long run, it's easier than railing against a situation you can't change.

- **Don't try to control the uncontrollable.** Many things in life are beyond our control—particularly the behavior of other people. Rather than stressing out over them, focus on the things you can control such as the way you choose to react to problems.
- **Look for the upside.** As the saying goes, "What doesn't kill us makes us stronger." When facing major challenges, try to look at them as opportunities for personal growth. If your own poor choices contributed to a stressful situation, reflect on them and learn from your mistakes.
- **Share your feelings.** Talk to a trusted friend face to face or make an appointment with a therapist. The simple act of expressing what you're going through can be very cathartic, even if there's nothing you can do to alter the stressful situation. Opening up is not a sign of weakness and it won't make you a burden to others. In fact, most friends will be flattered that you trust them enough to confide in them, and it will only strengthen your bond.
- **Learn to forgive.** Accept the fact that we live in an imperfect world and that people make mistakes. Let go of anger and resentments. Free yourself from negative energy by forgiving and moving on.

#### **Stress management strategy #5: Make time for fun and relaxation**

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Beyond a take-charge approach and a positive attitude, you can reduce stress in your life by nurturing yourself. If you regularly make time for fun and relaxation, you'll be in a better place to handle life's stressors.

#### **Healthy ways to relax and recharge**

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|--|--------------------------------------|
| ▪ Go for a walk.                         | ▪ Savor a warm cup of coffee or tea. |
| ▪ Spend time in nature.                  | ▪ Play with a pet.                   |
| ▪ Call a good friend.                    | ▪ Work in your garden.               |
| ▪ Sweat out tension with a good workout. | ▪ Get a massage.                     |
| ▪ Write in your journal.                 | ▪ Curl up with a good book.          |
| ▪ Take a long bath.                      | ▪ Listen to music.                   |
| ▪ Light scented candles.                 | ▪ Watch a comedy.                    |

Don't get so caught up in the hustle and bustle of life that you forget to take care of your own needs. Nurturing yourself is a necessity, not a luxury.

- **Set aside relaxation time.** Include rest and relaxation in your daily schedule. Don't allow other obligations to encroach. This is your time to take a break from all responsibilities and recharge your batteries.
- **Connect with others.** Spend time with positive people who enhance your life. A strong support system will buffer you from the negative effects of stress.
- **Do something you enjoy every day.** Make time for leisure activities that bring you joy, whether it be stargazing, playing the piano, or working on your bike.
- **Keep your sense of humor.** This includes the ability to laugh at yourself. The act of laughing helps your body fight stress in a number of ways.

#### **Stress management strategy #6: Adopt a healthy lifestyle**

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You can increase your resistance to stress by strengthening your physical health.

- **Exercise regularly.** Physical activity plays a key role in reducing and preventing the effects of stress. Make time for at least 30 minutes of exercise, three times per week. Nothing beats aerobic exercise for releasing pent-up stress and tension.
- **Eat a healthy diet.** Well-nourished bodies are better prepared to cope with stress, so be mindful of what you eat. Start your day right with breakfast, and keep your energy up and your mind clear with balanced, nutritious meals throughout the day.
- **Reduce caffeine and sugar.** The temporary "highs" caffeine and sugar provide often end in with a crash in mood and energy. By reducing the amount of coffee, soft drinks, chocolate, and sugar snacks in your diet, you'll feel more relaxed and you'll sleep better.
- **Avoid alcohol, cigarettes, and drugs.** Self-medicating with alcohol or drugs may provide an easy escape from stress, but the relief is only temporary. Don't avoid or mask the issue at hand; deal with problems head on and with a clear mind.
- **Get enough sleep.** Adequate sleep fuels your mind, as well as your body. Feeling tired will increase your stress because it may cause you to think irrationally.

Stress is necessary for life. You need stress for creativity, learning, and your very survival. Stress is only harmful when it becomes overwhelming and interrupts the healthy state of equilibrium that your nervous system needs to remain in balance. Unfortunately, overwhelming stress has become an increasingly common characteristic of contemporary life. When stressors throw your nervous system out of balance, relaxation techniques can bring it back into a balanced state by producing the *relaxation response*, a state of deep calmness that is the polar opposite of the stress response.

When stress overwhelms your nervous system your body is flooded with chemicals that prepare you for "fight or flight." While the stress response can be lifesaving in emergency situations where you need to act quickly, it wears your body down when constantly activated by the stresses of everyday life. The relaxation response puts the brakes on this heightened state of readiness and brings your body and mind back into a state of equilibrium.

React to stress may influence the relaxation technique that works best for you:

### **How do you react to stress?**

#### **Do you tend to become angry, agitated, or keyed up?**

You may respond best to relaxation techniques that quiet you down, such as meditation, deep breathing, or guided imagery

#### **Do you tend to become depressed, withdrawn, or spaced out?**

You may respond best to relaxation techniques that are stimulating and that energize your nervous system, such as rhythmic exercise

#### **Do you tend to freeze-speeding up internally, while slowing down externally?**

Your challenge is to identify relaxation techniques that provide both safety and stimulation to help you "reboot" your system. Techniques such as mindfulness walking or power yoga might work well for you

### **Relaxation technique 1: Breathing meditation for stress relief**

With its focus on full, cleansing breaths, deep breathing is a simple, yet powerful, relaxation technique. It's easy to learn, can be practiced almost anywhere, and provides a quick way to get your stress levels in check. Deep breathing is the cornerstone of many other relaxation practices, too, and can be combined with other relaxing elements such as aromatherapy and music. All you really need is a few minutes and a place to stretch out.

#### **Practicing deep breathing meditation**

The key to deep breathing is to breathe deeply from the abdomen, getting as much fresh air as possible in your lungs. When you take deep breaths from the abdomen, rather than shallow breaths from your upper chest, you inhale more oxygen. The more oxygen you get, the less tense, short of breath, and anxious you feel.

- Sit comfortably with your back straight. Put one hand on your chest and the other on your stomach.
- Breathe in through your nose. The hand on your stomach should rise. The hand on your chest should move very little.
- Exhale through your mouth, pushing out as much air as you can while contracting your abdominal muscles. The hand on your stomach should move in as you exhale, but your other hand should move very little.
- Continue to breathe in through your nose and out through your mouth. Try to inhale enough so that your lower abdomen rises and falls. Count slowly as you exhale.

If you find it difficult breathing from your abdomen while sitting up, try lying on the floor. Put a small book on your stomach, and try to breathe so that the book rises as you inhale and falls as you exhale.

## Relaxation technique 2: Progressive muscle relaxation for stress relief

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Progressive muscle relaxation involves a two-step process in which you systematically tense and relax different muscle groups in the body.

With regular practice, progressive muscle relaxation gives you an intimate familiarity with what tension—as well as complete relaxation—feels like in different parts of the body. This awareness helps you spot and counteract the first signs of the muscular tension that accompanies stress. And as your body relaxes, so will your mind. You can combine deep breathing with progressive muscle relaxation for an additional level of stress relief.

### **Practicing progressive muscle relaxation**

Before practicing Progressive Muscle Relaxation, consult with your doctor if you have a history of muscle spasms, back problems, or other serious injuries that may be aggravated by tensing muscles.

Most progressive muscle relaxation practitioners start at the feet and work their way up to the face. For a sequence of muscle groups to follow, see the box below.

- Loosen your clothing, take off your shoes, and get comfortable.
- Take a few minutes to relax, breathing in and out in slow, deep breaths.
- When you're relaxed and ready to start, shift your attention to your right foot. Take a moment to focus on the way it feels.
- Slowly tense the muscles in your right foot, squeezing as tightly as you can. Hold for a count of 10.
- Relax your right foot. Focus on the tension flowing away and the way your foot feels as it becomes limp and loose.
- Stay in this relaxed state for a moment, breathing deeply and slowly.
- When you're ready, shift your attention to your left foot. Follow the same sequence of muscle tension and release.
- Move slowly up through your body, contracting and relaxing the muscle groups as you go.
- It may take some practice at first, but try not to tense muscles other than those intended.

## Relaxation technique 3: Body scan meditation for stress relief

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A body scan is similar to progressive muscle relaxation except, instead of tensing and relaxing muscles, you simply focus on the sensations in each part of your body.

### **Practicing body scan meditation**

- Lie on your back, legs uncrossed, arms relaxed at your sides, eyes open or closed. Focus on your breathing, allowing your stomach to rise as you inhale and fall as you exhale. Breathe deeply for about two minutes, until you start to feel comfortable and relaxed.
- Turn your focus to the toes of your right foot. Notice any sensations you feel while continuing to also focus on your breathing. Imagine each deep breath flowing to your toes. Remain focused on this area for one to two minutes.



- Move your focus to the sole of your right foot. Tune in to any sensations you feel in that part of your body and imagine each breath flowing from the sole of your foot. After one or two minutes, move your focus to your right ankle and repeat. Move to your calf, knee, thigh, hip, and then repeat the sequence for your left leg. From there, move up the torso, through the lower back and abdomen, the upper back and chest, and the shoulders. Pay close attention to any area of the body that causes you pain or discomfort.
- Move your focus to the fingers on your right hand and then move up to the wrist, forearm, elbow, upper arm, and shoulder. Repeat for your left arm. Then move through the neck and throat, and finally all the regions of your face, the back of the head, and the top of the head. Pay close attention to your jaw, chin, lips, tongue, nose, cheeks, eyes, forehead, temples and scalp. When you reach the very top of your head, let your breath reach out beyond your body and imagine yourself hovering above yourself.
- After completing the body scan, relax for a while in silence and stillness, noting how your body feels. Then open your eyes slowly. Take a moment to stretch, if necessary.

For a guided body scan meditation, see the Resources section below.

#### **Relaxation technique 4: Mindfulness for stress relief**

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Mindfulness is the ability to remain aware of how you're feeling right now, your "moment-to-moment" experience—both internal and external. Thinking about the past—blaming and judging yourself—or worrying about the future can often lead to a degree of stress that is overwhelming. But by staying calm and focused in the present moment, you can bring your nervous system back into balance. Mindfulness can be applied to activities such as walking, exercising, eating, or meditation.

Meditations that cultivate mindfulness have long been used to reduce overwhelming stress. Some of these meditations bring you into the present by focusing your attention on a single repetitive action, such as your breathing, a few repeated words, or flickering light from a candle. Other forms of mindfulness meditation encourage you to follow and then release internal thoughts or sensations.

#### **Practicing mindfulness meditation**

Key points in mindfulness meditation are:

- **A quiet environment.** Choose a secluded place in your home, office, garden, place of worship, or in the great outdoors where you can relax without distractions or interruptions.
- **A comfortable position.** Get comfortable, but avoid lying down as this may lead to you falling asleep. Sit up with your spine straight, either in a chair or on the floor. You can also try a cross-legged or lotus position.
- **A point of focus.** This point can be internal – a feeling or imaginary scene – or something external - a flame or meaningful word or phrase that you repeat it throughout your session. You may meditate with eyes open or closed. Also choose to focus on an object in your surroundings to enhance your concentration, or alternately, you can close your eyes.

- **An observant, noncritical attitude.** Don't worry about distracting thoughts that go through your mind or about how well you're doing. If thoughts intrude during your relaxation session, don't fight them. Instead, gently turn your attention back to your point of focus.

#### **Relaxation technique 5: Visualization meditation for stress relief**

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Visualization, or guided imagery, is a variation on traditional meditation that requires you to employ not only your visual sense, but also your sense of taste, touch, smell, and sound. When used as a relaxation technique, visualization involves imagining a scene in which you feel at peace, free to let go of all tension and anxiety.

Choose whatever setting is most calming to you, whether it's a tropical beach, a favorite childhood spot, or a quiet wooded glen. You can do this visualization exercise on your own in silence, while listening to soothing music, or with a therapist (or an audio recording of a therapist) guiding you through the imagery. To help you employ your sense of hearing you can use a sound machine or download sounds that match your chosen setting—the sound of ocean waves if you've chosen a beach, for example.

#### **Relaxation technique 6: Yoga and tai chi for stress relief**

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**Yoga** involves a series of both moving and stationary poses, combined with deep breathing. As well as reducing anxiety and stress, yoga can also improve flexibility, strength, balance, and stamina. Practiced regularly, it can also strengthen the relaxation response in your daily life. Since injuries can happen when yoga is practiced incorrectly, it's best to learn by attending group classes, hiring a private teacher, or at least following video instructions.

#### **What type of yoga is best for stress?**

Although almost all yoga classes end in a relaxation pose, classes that emphasize slow, steady movement, deep breathing, and gentle stretching are best for stress relief.

- **Satyananda** is a traditional form of yoga. It features gentle poses, deep relaxation, and meditation, making it suitable for beginners as well as anyone primarily looking for stress reduction.
- **Hatha yoga** is also reasonably gentle way to relieve stress and is suitable for beginners. Alternately, look for labels like *gentle*, *for stress relief*, or *for beginners* when selecting a yoga class.
- **Power yoga**, with its intense poses and focus on fitness, is better suited to those looking for stimulation as well as relaxation.

#### **Tips for fitting relaxation techniques into your life**

- **If possible, schedule a set time to practice each day.** Set aside one or two periods each day. You may find that it's easier to stick with your practice if you do it first thing in the morning, before other tasks and responsibilities get in the way.
- **Practice relaxation techniques while you're doing other things.** Meditate while commuting to work on a bus or train, or waiting for a dentist appointment. Try deep breathing while you're doing housework or mowing the lawn. Mindfulness walking can



be done while exercising your dog, walking to your car, or climbing the stairs at work instead of using the elevator. Once you've learned techniques such as tai chi, you can practice them in your office or in the park at lunchtime.

- **If you exercise, improve the relaxation benefits by adopting mindfulness.** Instead of zoning out or staring at a TV as you exercise, try focusing your attention on your body. If you're resistance training, for example, focus on coordinating your breathing with your movements and pay attention to how your body feels as you raise and lower the weights.
- **Avoid practicing when you're sleepy.** These techniques can relax you so much that they can make you very sleepy, especially if it's close to bedtime. You will get the most benefit if you practice when you're fully awake and alert. Do not practice after eating a heavy meal or while using drugs, tobacco, or alcohol.
- **Expect ups and downs.** Don't be discouraged if you skip a few days or even a few weeks. It happens. Just get started again and slowly build up to your old momentum

## **4. Stress management through divine Way**

Modern life is full of competition, deadlines, frustrations, and demands. For many people, stress is so commonplace that it has become a way of life. Stress isn't always bad. In small doses, it can help you perform under pressure and motivate you to do your best. But when you're constantly running in emergency mode, your mind and body pay the price. You can protect yourself by recognizing the signs and symptoms of stress and taking steps to reduce its harmful effects.

It is very important to understand stress. It is difficult to manage it if we are unaware of stress.

### **What is stress?**

Stress is a normal physical response to events that you feel threatened or upset your balance in some way, when you sense some danger.

The stress response can help you rise to meet challenges. Stress is what keeps you on your toes during a presentation at work, sharpens your concentration, or drives you to study for an exam when you'd rather be watching TV.

When you perceive a threat, your nervous system responds by releasing a flood of stress hormones, including adrenaline and cortisol. These hormones rouse the body for emergency action.

Your heart pounds faster, muscles tighten, blood pressure rises, breath quickens, and your senses become sharper. These physical changes increase your strength and stamina, speed your reaction time, and enhance your focus—preparing you to either fight from the danger. When you sense danger—whether it's real or imagined—the body's defences kick into high gear in a rapid, automatic process known as the *stress response*.

The stress response is the body's way of protecting you. When working properly, it helps you stay focused, energetic, and alert. In emergency situations, stress can save your life—giving you extra strength to defend yourself.

### **Effect of chronic stress**

The body doesn't distinguish between physical and psychological threats. When you're stressed over a busy schedule, an argument with a friend, a traffic jam, or a mountain of bills, your body reacts just as strongly as if you were facing a life-or-death situation. If you have a lot of responsibilities and worries, your emergency stress response may be "on" most of the time. The more your body's stress system is activated, the harder it is to shut off.

Long-term exposure to stress can lead to serious health problems. Chronic stress disrupts nearly every system in your body. It can raise blood pressure, suppress the immune system, increase the risk of heart attack and stroke, contribute to infertility, and speed up the aging process. Long-term stress can even rewire the brain, leaving you more vulnerable to anxiety and depression.

Stress management involves changing the stressful situation when you can, changing your reaction when you can't, taking care of yourself, and making time for rest and relaxation. You are solely responsible for your stress. Take the responsibility: taking charge of your thoughts, your emotions, your schedule, your environment, and the way you deal with problems.

Remember the four As: avoid, alter, adapt, or accept.

**Avoid** unnecessary stress. Not all stress can be avoided, but by learning how to say no, distinguishing between “should” and “musts” on your to-do list, and steering clear of people or situations that stress you out, you can eliminate many daily stressors.

**Alter** the situation. If you can't avoid a stressful situation, try to alter it. Be more assertive and deal with problems head on. Instead of bottling up your feelings and increasing your stress, respectfully let others know about your concerns. Or be more willing to compromise and try meeting others halfway on an issue.

**Adapt** to the stressor. When you can't change the stressor, try changing yourself. Reframe problems or focus on the positive things in your life. If a task at work has you stressed, focus on the aspects of your job you do enjoy. And always look at the big picture: is this really something worth getting upset about?

**Accept** the things you can't change. There will always be stressors in life that you can't do anything about. Learn to accept the inevitable rather than rail against a situation and making it even more stressful.

**Methods to relief stress:**

- **Relaxation:** Relaxation techniques such as yoga, meditation, and deep breathing activate the body's relaxation response, a state of restfulness that is the opposite of the stress response.
- **Regular Exercise:** Physical activity plays a key role in reducing and preventing the effects of stress. Nothing beats aerobic exercise for releasing pent-up stress and tension.
- **Eat Healthy Diet.** Well-nourished bodies are better prepared to cope with stress. Start your day with a healthy breakfast, reduce your caffeine and sugar intake, and cut back on alcohol and nicotine.
- **Get plenty of sleep.** Feeling tired can increase stress by causing you to think irrationally. Keep your cool by getting a good night's sleep.
- **Play Games.** Games are the best way to release stress as they will bring internal peace in your mind and helps in managing stress.
- **Time Management.** it plays very important role anyone who is bad at time management will always stressed due to situation created due to unmanaged time and one who manages time will always be energetic ,enthusiastic and will be stress free.
- **Relationships.** Friends and family are very important as they will affect emotion as they are very close to you and your behaviour will be based on your family and friends. So behaviour involves your reaction in stressful situation.
- **Hobby.** It works as important as games as things you do which you like will automatically reduce your stress by creating internal peace and balance in your mind.

### Signs and Symptoms of Stress

If exposure to stressors continues for a longer period of time, chronic health problems can develop, such as:

- Anxiety and fear
- Worry about safety of self and others
- Anger
- Irritability
- Restlessness
- Sadness, grief, depression, moodiness
- Guilt or "survivor guilt"
- Feeling hopeless
- Feeling isolated, lost, or abandoned
- Apathy
- Identification with survivors
- Memory problems
- Disorientation
- Confusion
- Slowness of thinking and comprehension
- Difficulty calculating, setting priorities, making decisions
- Poor concentration
- Decreased efficiency and effectiveness
- Increased use of alcohol, tobacco, or drugs
- Social withdrawal, silence
- Proneness to accidents
- Increased heartbeat, respiration
- Increased blood pressure
- Upset stomach, nausea, diarrhoea
- Change in appetite, weight loss or gain
- Headaches
- Lower back pain
- Fatigue
- Decreased resistance to infection
- Hair loss

### **There are two ways to manage stress:**

- 1. Temporary stress management.** It includes all activities which you feel will reduce your stress. Example many people have habit of having tea, coffee, or any other things (siggerate, alcohol etc.) when they feel stressed. But this will just diver their mind in other activities and will not bring balance in hormone secretion and more use of temporary stress management leads to addiction.
- 2. Permanent stress management.** it includes which balance your body activities and mind control system. Getting plenty sleep, good healthy diet, regular yoga, meditation or deep breathing exercise, hobby all play very important role.

## **Yoga**

Yoga is most Recognized form of Exercise, Stretching, Aerobic exercise and Meditation. The definition of yoga is "to yoke or joint together". It integrates the mind and body focusing on balance posture, deep breathing, stretching and relaxation. Yoga is the permanent and natural way to manage stress. Yoga evolved from of the Hindu, Jain, and Buddhist religious traditions in India. Yoga alters stress response and person's attitude, towards stress along with improving self-confidence, increasing one's sense of wellbeing, and creating a feeling of relaxation and calmness. Yoga is an ancient art that is defined as the union of the soul with God. It is "a path of personal spiritual development that utilizes meditation to bring enlightenment, self-realization, and, ultimately, the attainment of God and bliss". Originally, the ultimate goal of yoga was called Samadhi, or self-realization.

Patanjali is father of yoga around the sixth century B.C. appeared in the massive epic The Mahabharata written by sage Vyasa and containing The Bhagavad Gita. Krishna explains to Arjuna about the essence of Yoga as practiced in daily lives ('Song of the Lord'), uses the term "yoga" extensively in a variety of ways.

Yoga practice, including meditation, it introduces three prominent types of yoga:

**1. Karma yoga:**

The yoga of action

**2. Bhakti yoga:**

The yoga of devotion.

**3. Gyan yoga:**

The yoga for knowledge of our body health.

### **Ashtanga or Power yoga –**

A workout where you constantly move from one posture to another.

- Pranayama (breathing)
- Asana (postures)
- Dharana (concentration)
- Dhyana (meditation)
- Samadhi (higher consciousness)

### **Yoga and its benefits:**

- Yoga plays a very important role in stress relief.
- Yoga helps in increasing your concentration.
- It benefits your body system especially in balancing various body and mind balance processes.
- It increases energy as well as enthusiasm level.
- Flexibility
- Mind control increases
- Increases your immune system.

## **Yoga as stress relief**

### **Mental calmness**

Yoga asana practice is intensely physical. Concentrating so intently on what your body is doing has the effect of bringing calmness to the mind. Yoga also introduces you to meditation techniques, such as watching how you breathe and disengagement from your thoughts, which help calm the mind.

### **Stress reduction**

Physical activity is good for relieving stress, and this is particularly true of yoga. Because of the concentration required, your daily troubles, both large and small, seem to melt away during the time you are doing yoga. This provides a much-needed break from your stressors, as well as helping put things into perspective. The emphasis yoga places on being in the moment can also help relieve stress, as you learn not to dwell on past events or anticipate the future.

### **Body awareness**

Doing yoga will give you an increased awareness of your own body. You are often called upon to make small, subtle movements to improve your alignment. Over time, this will increase your level of comfort in your own body. This can lead to improved posture and greater self-confidence.

### **What type of yoga is best for stress?**

All yoga ends in a relaxation pose, it emphasizes on slow, steady movement, deep breathing, and gentle stretching are best for stress relief.

**Yoga for mind control** is a traditional form of yoga. It features gentle poses, deep relaxation, and meditation, making it suitable for beginners as well as anyone primarily looking for stress reduction.

**Hatha yoga** it includes different poses which emphasize on physical fitness by stretching, strengthening and breathing. Surya-Namaskar is very important and vital in yogasana. It includes stretching, thoughtful breathing which have best control on stress.

In workshop of yoga for stress management we will put emphasis on:

### **Meditation**

Studies show that mindfulness meditation — becoming a calm observer of your own thoughts and emotions — stimulates the parasympathetic nervous system. “Meditation is one way of sending signals [to your body’s stress-response system] that it’s OK to stand down.” Meditation can also reduce frantic neurological activity by controlling the activation of the brain to stressors. When the brain controlled by you it will begin to strengthen new neural pathways that incline the brain away from reactivity and toward calmer, more constructive responses.

### **Yogasana**

We all need some kind of physical movement to stay stress-resilient, whether it’s exercising, doing yoga. The stress response is connected to yogasana — after all, it’s preparing us to run fast or fight hard — so “regular yoga” helps to bring down hormone levels, while gentler exertion is good for sharper and alert body function.

It is very important to practice meditation and yoga daily for short interval then doing it a stretch on weekly bases or twice week. You can control your mind better if you practice it daily.

Some yoga posture that will help you to relive stress:

### **Types of Asanas (postures)**

#### **Vajrasana**

Vajrasana is best asana of Stress & Tension and Anxiety it makes the body exceptionally strong and healthy. Vajra means Diamond in Sanskrit. During this asana, feel the sensations in the body as you move them. Do the Movement slowly and in a relaxed manner. Inhale and exhale slowly. While drawing the abdominal region inwards and expanding the chest, focus the attention on these body parts. The way the muscles movement must be felt. Relax before, during and after the yoga posture.

1. With knees, ankles and big toes touching the ground, take a kneeling position.
2. One should sit on the heels and place palms on the knees.
3. The Spine should be erect and breath should be deep.
4. Draw the abdominal region inside and expand the chest.



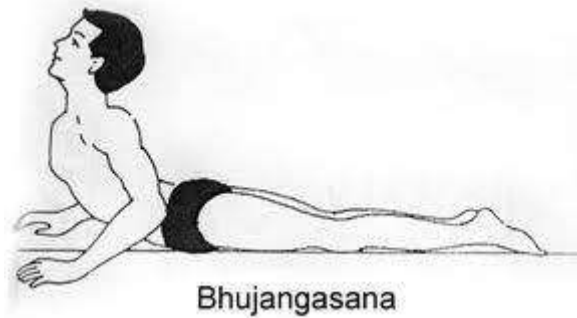
#### **The triangle pose – Trikonasana**

The legs are spread apart and the body stretches to the left, moving from the pelvis and extending over the left leg. Both arms are perpendicular to the floor, the left hand on the floor, or resting on the calf or the outer ankle of the left foot, and the right hand reaching up straight. The spine is straight, chest open, the body facing to the front.



#### **The cobra pose - Bhujangasana**

The pose starts from a downward facing position with hands flat on the floor below the shoulders. The spine is lengthened and the buttocks firmed as the head and chest is slowly lifted. The elbows stay close to the body and the eyes look up. The neck is kept neutral.



### **Virabhadrasana**

The warrior pose – Virabhadrasana From a standing position, feet are jumped apart approximately 4 feet. Arms are raised parallel to the floor, gaze is forward. Left foot is turned 90 degrees to the left and the knee is bend (keeping the knee above the ankle).



### **Padmasana**

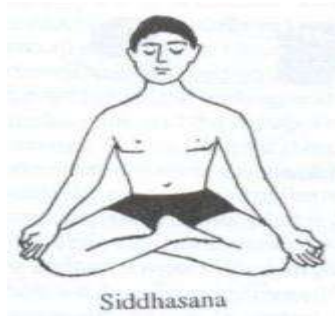
1. Sit on the ground by spreading the legs forward.
2. Place the right foot on the left thigh and the left foot on the right thigh.
3. Place the hands on the knee joints.
4. Keep the body, back and head erect.
5. Eyes should be closed.
6. One can do Pranayama in this asana.



### **Siddhasana**

1. Place the left heel at the anus, the terminal opening of the alimentary canal or digestive tube.
2. Keep the right heel on the root of the generative organ.
3. It should be in a way that the knees and the heels, both lay upon the other.
4. The hands must be placed on either sole of the feet. Keep the eyes half closed.





### **Breathing exercise**

Pranayama, the breathing exercise, may rejuvenate you, to carry on your work with extra energy.

1. Put your right thumb on your right nostril.
2. Deeply inhale air using your left nostril.
3. Close your left nostril with your right index finger and hold breath for few seconds.
4. Exhale through left nostril.
5. Do it similarly with left nostril closing right nostril.
6. Now inhale through left nostril, hold breath and exhale through right nostril and do the other way.



### **Neck roll**

Neck-roll exercises can ease tension in the neck region and normalize the situation

1. Turn the head to the right and back to normal. Then turn to the left and back to normal.
2. Bend the head to the left as if you are pulling the left ears to the left shoulder. Then bend to the right as if pulling the right ears to the right shoulder.
3. Rotate the neck slowly to the left and then to the right (also known as Brahma mudra) Depending upon the ailments, one can practice asana.

## **5. Role of Information Technology for Time Management**

**What Time Management:** it is finding + using the most efficient way to complete tasks, in the MOST acceptable periods of time with HIGH quality.

### **Fundamental Truths about Time**

- Everybody has the same amount of time – 24 hours per day.
- Time flies and drags.
- It is a finite resource.
- It cannot wait for us.
- It cannot be stored and used in future.
- It cannot be replaced.
- It is costly.
- There is no valuable resource which is more wasted than time.

### **Significance**

- Time cannot be renewed or replaced.
- The supply of time cannot be increased beyond 24 hours.
- Nothing can be managed unless time is managed.
- Time is the scarcest resource.
- Time must be rationed.
- Time is irretrievable and hence innovation are necessary for proper management of time.
- Time can't be purchased and preserved.
- If you manage time well, you will have the time to enjoy your spare time.
- If you manage time well, you will have the time to enjoy your spare time.
- Time management is concerned with planning, scheduling and controlling of time.

### **Time Management - An Overview:**

<b>Sr. No.</b>	<b>Time waster</b>	<b>Time saver</b>
1.	Unclear goals	Clear and specific goals
2.	Lack of priorities	Carefully set priorities
3.	Paper work	Daily review of results
4.	Unrealistic time estimates	Realistic time estimates
5.	Meeting	Avoid activity trap
6.	Failure to get started	Enthusiasm about job
7.	Over- management of sub-ordinates	Delegate to others

8.	High anxiety level	Low anxiety level
9.	Feeling pressure of work	Feel free about work
10.	Haste	Quiet hour for thinking and planning
11.	Communication gap	Clear communications
12.	Obsession with routine and insignificant details	Learn to say 'no'

**Causes of Time Wastage**

- Indecision
- Procrastination
- Lack of planning
- Meetings
- Frequent interruption and resulting fragmentation of time
- Visitors who linger on

**An executive is both a doer and manager**

<b>Doing Functions</b>	<b>Managing Functions</b>
<ul style="list-style-type: none"> <li>• Meeting visitors</li> <li>• Writing letter</li> <li>• Attending meeting</li> <li>• Sanctioning leaves</li> </ul>	<ul style="list-style-type: none"> <li>• Supervision</li> <li>• Co-ordination</li> <li>• Team building</li> <li>• Counseling</li> <li>• Reviewing</li> </ul>

**How to improve time management**

- List objectives
- Rank objectives according to importance
- List the activities necessary to achieve objectives
- For each objective assigned priority to various activities required to reach the objective
- Schedule activities according to priorities you have set

**Pruning time wasters**

- **Telephone interruptions:** Plan your calls both incoming and outgoing.
- **Visitors:** Ask visitors to take an appointment before meeting or ask the visitor to see the right person.
- **Meeting:** The agenda, start up and finish up time should be made known all in advance.
- **Travel:** Unnecessary travel should be avoided by making use of telex and telephone services.
- **Daily crises:** In order to deal with the daily crises a manager should lay down routine procedure for recurring crises or delegate them.
- **Perfectionism:** An obsession with perfectionism and excessive concern for details is a timer waster and hence it should be avoided accordingly.

- **Delegation:** Delegation is central to effective management of time. Delegate responsibility to others.
- **Ability to say no:** Managers face several demands on their time. They must therefore, cultivate the ability to say 'no' without giving chance.
- **Quality of time:** During different parts of the day those tasks should be done which can be done most effectively. e.g. Creative thinking can better be done in the morning when the mind is fresh.
- **Selective reading:** Reading is time consuming and therefore, a manager should read material which is most relevant to his job.
- **Information:** Both lack of necessary information and excessive information can hamper the work of a manager, therefore, an effective management information system ( MIS ) should be developed.
- **Paper work:** Scrap all unnecessary forms, reports and returns. Use of abstracts of long reports, increasing reading speed, making important points in the first reading etc. help to reduce time spent on paper work.

**Poor time management leads to**

- Can lead to more cost to the company
- Can lead to poor reputation
- Can lead to unsatisfied customers
- Low staff morale

**Three Ps for better time management**

- Planning
- Priorities
- Procrastination

**Tips for Better time management**

- Plan
- Eliminate your time wasters
- Leverage your time
- Have a one system
- Plan for unplannable
- Have one organizer/planner
- Use a calendar
- Put a time limit for each work
- Learn to say "No"
- Know where your time goes
- Triage your mail
- Learn to speed read
- Filter your information
- Prioritizes
- Batch like with like
- Learn to delegate
- Refine your personal system

### **Use of IT for Time management**

- Time management software
- Introduction of Gantt Chart
- Sequential activity chart
- Time management matrix

### **Popular Time Management Systems**

- Getting Things Done (GTD)
- Franklin Covey Time Management System

### **Area Where IT use.....**

- **Healthcare.** ICTs are increasingly being used to deliver health care services in the developing world, especially to patients in remote areas where healthcare services are scarce. Examples include using ICTs for remote consultations between patients and physicians as well as remote diagnosis and even treatment; data collection for both research and diagnostic purposes; “real-time” collaboration between physicians and health researchers in different parts of the world; improving the speed and effectiveness with which nations and organizations respond to epidemics; and streamlining and improving health care services generally. ICTs are also being used to deliver healthcare services to in remote rural areas where more traditional healthcare services are scarce. ICTs are playing a central role in programmes to combat HIV/AIDS, tuberculosis, malaria and other diseases.
- **Education.** : Although ICTs cannot replace the vital teacher-student relationship or supplant in-person instruction, ICTs are increasingly being used as a tool to supplement traditional curricula and teaching methods and to open new opportunities for skills training. For instance, ICTs are being used to provide low-cost access to online curricula and other resources; enable distance education for students in remote areas or who for various reasons cannot physically attend school; support research networks; provide technical and vocational training, including “lifelong” training opportunities; and improve and streamline education administration.
- **Environment / sustainable development.** Many environmental challenges in the developing world are the result of failures to alert policymakers of risks and the inability to quantify the seriousness of environmental hazards until it is too late. ICTs allow researchers and environmental agencies in developing countries to tap into global data networks and information resources, which enables policymakers in these countries to make better and more informed choices. ICTs are being used to monitor

environmental conditions and collect and analyze data; coordinate responses to ecological threats; identify polluters who might otherwise go undetected; and help policymakers understand threats and formulate less intrusive agricultural and industrial processes.

### **Good Governance**

- Like other organizations, governments increasingly are leveraging the power of ICTs to operate more efficiently and effectively. For instance, many governments in both developed and developing countries are working to migrate paper-based documents and records into digital format, and are even beginning to “link up” databases of these records for use between various departments. These efforts are making governments more responsive and making it easier for citizens to access public records, information, and services through the Internet.
- The use of ICTs to drive “e-Government” efforts can also provide an important “democratizing” function by giving people a new and powerful way to participate in government and interact with public officials. While these efforts can at times raise important civil liberties issues, particularly to the extent they share personal information without the individual’s knowledge or consent, ICTs can also make government processes more open and transparent to citizens. ICTs can also provide an important oversight function by enable people to understand more clearly how taxpayer money is being used to provide public goods and services.

## **6. Attitude -Meaning, Concept & its Importance for Stress Management**

### **ATTITUDES OF HUMAN BEING**

An understanding of individual behaviour begins with a review of the major psychological contributions to organizational behaviour. These contributions are subdivided into the four concepts viz. attitudes, personality, perception and learning.

#### **Definition of Attitude:**

“Attitude is the verbal expression of one’s opinion feelings, belief action, answer to direct questions”.

- It is only tendency, a matter of provability and not the actually.
- It signifies only how a person is most likely to behave in a given social circumstances and not how he actually does behave.

### **ATTITUDES**

Attitudes are evaluative statements – either favorable or unfavorable – concerning objects, people or events. They reflect how one feels about something. A person can have thousands of attitudes, but OB – Organizational Behavior – focuses on a very limited number of job related attitudes.

These include job satisfaction, job - involvement and organiza-tional and organizational commitment.

The behavioral component of an attitude refers to an intention to behave in a certain way towards someone or something. Viewing attitude as made up of three components – cognition, affect and behaviour – is helpful toward understanding their complexity and the potential relationship between attitudes and behaviour. But for our sake, keep in mind that the term attitude essentially refers to the affect part of the three components.

#### **SOURCES OF ATTITUDES:**

Attitudes are acquired from parents, teachers and peer group members. Attitudes are less stable. In organization, attitudes are important because they affect job behaviour.

#### **TYPES OF ATTITUDES:**

A person can have thousands of attitudes. But most of the research in organizational behaviour has been covered with three types of attitudes viz. Job satisfaction, Job involvements, and Organizational commitment.

Job satisfaction refers to an individual’s general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes towards the job. A person who is dissatisfied with his or her job held negative attitudes about the job. The evidence indicated that the more important factors conducive to job satisfaction are mentally challenging work, equitable rewards, supportive work conditions and supportive colleagues.

Job involvement measures the degree to which a person identifies psychologically with his or her job and considers his or her perceived performance level important to self-worth employees with high level of job involvement strongly identify with the really care about the kind of work they do.

Organizational commitment which is defined as a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization. So high job involvement means identifying with one's specific job while high organizational commitment means identifying one's employing organization.

#### **ATTITUDE SURVYS:**

The most popular method, viz. attitude surveys are used to eliciting responses from employees through questionnaires about how they (employees) feel about their jobs, workgroups, supervisors and/or the organization.

#### **WAYS TO MEASURE ATTITUDE:**

1. Method of direct questioning
2. Direct observation of behavior
3. Indirect contact with various representations of the object like:
  - Through photographs
  - Verbal expression in-books, magazines, news papers, etc.
  - Verbal expression on posters, cinema, TV, etc.
  - Cultural transmission from one generation to another or from one cultural contact to another
4. Indirect learning through formal education

#### **SCALE:**

- Scale is a device by which we measure the thing
- Various kind of such scales are used for measuring the physical phenomena
- In social phenomena we have two kind of facts that can be measured directly e. g. height, weight of a boy
- In social science i. e. in extension education, facts are qualitative in nature. Hence, it is the prime need to quantify the qualitative data

#### **ATTITUDE SCALE:**

##### **CONSTRUCTION OF ATTITUDE SCALE:**

The scale contains items. A well constructed attitude scale consists of no. of items

- **Step-I: Collection of items/statements**
  - The statements may be collected by the researcher himself based upon the news papers, research journals and other resource persons
- An agree response will be given by subjects with more favorable attitude and a disagree response by subjects with less favorable attitude, then a statement may be judged satisfactory



- **Step-II: Editing of statements**

Want (1932), Thurston and Chave(1929), Likert(1932), Bird(1940) and Edwards and Kilpatrick(1948) have suggested various informal criteria for editing the statements. These are:

**INFORMAL CRITERIA FOR EDITING STATEMENTS:**

1. Avoid statements that refer to the past rather than to the present
2. Avoid statements that may be interpreted in more than one way
3. Avoid statements that are irrelevant to the psychological object under consideration
4. Avoid statements that are likely to be endorsed by almost everyone or by no one
5. Keep the language of the statements simple , clear and direct
6. Statements should be short, rarely exceeding 20 words
7. Each statements should contain only one complete thought
8. Statements containing universals such as all, always, none and never often introducing ambiguity should be avoided
9. Words such as only, just, merely and others of a similar nature should be used with care.
10. Whenever possible, statements should be in the form of simple sentences rather than in the form of compound or complex sentences.

## **7. Role of work culture for time Management & Stress Management for Extension Personnel**

Stress is everywhere, but as a relatively new phenomenon. How can we define it and how can we explain its extraordinary cost to both business and government? Whatever stress is, it has grown immensely in recent years, which brings us to question – what is happening in society that is causing stress? The research shows that stress has its greatest effects on those at the very top and those at the very bottom of the socio-economic ladder.

**Defining stress** - The wider the usage of the term 'stress', the more elusive its meaning. Modern definitions of stress all recognize that it is a personal experience caused by pressure or demands on an individual, and impacts upon the individual's ability to cope or rather, his/her perception of that ability.

Work-related stress occurs when there is a mismatch between the demands of the job and the resources and capabilities of the individual worker to meet those demands. Subjective and self reported evaluations of stress are just as valid as 'objective' data, such as statistics on accidents or absenteeism.

**Explaining stress** – There are six categories of substantive factors that can be identified as potential causes of work-related stress: demands, control, relationships, change, role, support.

Another potential risk factor is work-life balance. A 'vicious cycle' can occur when mounting stress in one area of life spills over and makes coping with the other yet more difficult. Palmer et al developed a model of work-related stress that helped to inform the HSE approach. This added a seventh driver of stress – culture – which is defined as 'the culture of the organisation and how it approaches and manages work-related stress when it arises'.

**Stress and ill-health** - There are clear links between work-related stress and a variety of physical and mental disorders, despite the difficulty of proving a direct causal link since the majority of diseases and syndromes commonly attributed to stress have multiple causes. The effects of work-related stress on ill-health operate in physiological, cognitive, emotional and behavioural ways. The word 'stress' now forms part of most people's daily vocabulary but its reach and meaning remain unclear.

### **Work-related stress**

The Health and Safety Executive (HSE) defines stress as an 'adverse reaction people have to excessive pressures or other types of demand placed on them'. Work-related stress is thus understood to occur when there is a mismatch between the demands of the job and the resources and capabilities of the individual worker to meet those demands. This definition emphasises the relationship between individuals and their working environment, and helps to explain why a situation that one person regards as a stimulating challenge causes another to

experience a damaging degree of stress. The degree of stress an individual experiences is, to an extent, dependent upon his/her own appraisal of the demands of their work. Such a subjective appraisal will in turn be affected by a range of socio-economic factors, many of which may not be directly work-related. For example, gender, race and age all play a part, as do geographic location, housing, health, number of children, family arrangements and community networks. In addition, more specific psychological factors must be considered, including past experiences and personality traits. Finally, stress levels seem to depend on what a person interprets as threatening or challenging, and whether that individual believes him or herself able to cope with it. All of these social and psychological variables may profoundly affect individual experiences of stress, so much so that stress appears, ultimately, to be 'in the eye of the beholder'. For this reason, it is arguable that subjective and self-reported evaluations of stress are just as valid as objective data such as statistics on accidents or absenteeism.

A report by the National Association of Mental Health confirms that the individual worker's 'personality and coping strategy' can have direct, moderating or perceptual effects on stress outcomes. For example, an extroverted person might find a socially isolating job more stressful than an introverted person, who conversely, might find a job with greater levels of social interaction more difficult and stressful. Moreover, a worker's past experience, individual characteristics and personal resources appear to influence how she or he interprets and manages the specific conditions and demands of the job.

Although the experience of stress is subjective, and is mediated by the personal evaluation of a situation by the individual, there are nevertheless a number of substantive factors that can be identified as potential causes of work-related stress. These, of course, will vary in degree and importance depending on the particular job, but in general following are six categories of potential stressors :

**Demands:** This includes factors intrinsic to the job such as working conditions (for example noise, temperature, lighting or ventilation), shift work, long or unsociable hours, workload.

**Control:** How much say and autonomy a person has over the way in which he carries out his job; low levels of job control are typically linked to high levels of stress.

**Relationships:** Relationships with superiors, subordinates and colleagues can all play a part in an individual's stress levels; low levels of trust and support are likely to increase stress. Also, conflict, harassment and bullying in the workplace are all linked to heightened stress.

**Change:** The way in which change is introduced, managed and communicated to staff can impact on levels of stress, as unnecessary or badly planned change results in excess pressure on workers.

**Role:** Stress may be triggered when an individual does not have a clear understanding of his role within the organisation, when there is conflict between roles or ambiguity with regards to position and degree of responsibility over others.

**Support:** The amount of support and job training available, as well as encouragement, sponsorship and resources provided by colleagues and management. Another potential risk factor which is not included in the above six categories of stressors is the interface between work and home, often referred to as the work-life balance. Individuals who work long, uncertain or unsocial hours may find it difficult to juggle the competing demands of work and domestic pressures, particularly if they have children or other dependants. This can lead to a 'vicious cycle' in which mounting stress in one area of life spills over and makes coping with the other yet more difficult. The effects of work-related stress on ill-health operate in a number of ways:

**Physiologically:** nervousness, endocrinal or immunological reactions within the body can lead to symptoms of physical and mental illness.

**Cognitively:** working conditions and situations are interpreted by the individual as 'stressful' and therefore pathogenic.

**Emotionally:** seemingly trivial incidents are experienced as debilitating, dangerous, or even life-threatening.

**Behaviourally:** excessive work strain encourages potentially damaging behaviours, such as smoking, alcoholism, eating disorders, or self-harm.

### **Physical ill-health**

Short term symptoms include headaches, muscular tension, chest pains, indigestion, palpitations, disturbed sleep and increased susceptibility to respiratory infections. Long term illnesses attributable to work-related stress include heart disease, hypertension, ulcers, irritable bowel syndrome, high cholesterol and increased risk of cancer, diabetes and asthma. Although work-related stress alone probably does not cause cancer, it is known to contribute to a number of stress-related behaviours that secondarily increase the risk of developing cancer. In particular, these include: smoking, excessive alcohol consumption, overeating or consuming too much fatty food.

### **Mental ill-health**

There is a strong relationship between work-related stress and mental ill-health – excessive and persistent stress can trigger and escalate mental illness. Psychological problems that are frequently brought on by work-related stress include: fatigue, low self-esteem, irritability, depressive and acute anxiety disorders and posttraumatic stress disorder.

## **Workplace interventions and strategies**

Workplace interventions and strategies for the management of stress can typically be classified into three groups: primary, secondary and tertiary. Primary management strategies aim to prevent work-related stress arising, targeting the employee, the job or the interface between the worker and the workplace. Secondary approaches attempt to minimise the impact of stress and diminish the seriousness of its consequences, and therefore tend to be focused on the individual worker. Tertiary stress management strategies involve identifying and treating the ill effects of stress once they have occurred, and rehabilitating the individual to enable them to return to work as swiftly as possible.

## **Primary prevention and stress management strategies**

Primary management approaches to stress are intended to prevent it from arising in the first place by altering the source of stress. These approaches fall broadly into two types: reactive and proactive. Reactive methods try to identify and change those aspects of either the workplace or the worker that are likely to induce stress. Proactive strategies focus on the workplace itself rather than on the individual employee and attempt to create a working environment that is as stress-free as possible. In practice, primary approaches have tended to focus on the individual rather than the workplace, for a number of reasons. Proactive interventions are frequently considered to be too expensive or disruptive, and are often seen as more difficult to implement than strategies which focus on the individual. Organisations are also more likely to be comfortable with management strategies that focus on the individual rather than on the workplace, and so programmes aimed at the organizational level are rare. Individual worker-focused interventions typically involve techniques such as cognitive reappraisal, relaxation guidance, education about exercise and nutrition, and training in developing coping skills. Such approaches have been shown to result in short term improvements in the levels of stress experienced by employees, but have been criticised for wrongly laying responsibility for preventing and treating stress with the individual, rather than requiring employers and organisations to take action to prevent their workplaces from being stress-provoking environments for their employees. In the long term, if work-related stress is to be controlled, it is not enough to equip individual workers with the techniques with which to deal with potentially stressful situations; it is also necessary to bring about fundamental changes to the organisation to try to diminish the stress-inducing aspects of the job, and to address the sources of work stress that are located in the culture and climate of the organisation. This idea has led to the development of the notion of the 'healthy organisation', characterised as one that manages to balance the needs and demands of all stakeholders – consumers, shareholders, employees, government and society. A healthy organization is one in which responsibility for reducing stress is attributed to the organisation, and where individual workers are given more responsibilities in terms of active participation in managing change and job redesign, engaging in honest feedback and communication with their employers, and understanding the constraints which operate on the organisation.

## **Secondary stress management strategies**

Secondary intervention techniques involve those approaches which aim to treat or mediate the effects of a dysfunction or problem experienced by the individual worker.

Typically, such strategies entail intervention by doctors, psychologists or counsellors, and there is frequently disagreement between the various providers of this level of management as to how best to deal with work-related stress. For the worker suffering from the ill effects of stress, the first point of treatment is typically their general practitioner (GP), who is frequently the main or only provider of treatment for the duration of the worker's experience of stress. GPs usually do not have any specialist expertise or knowledge in the area of occupational health, and therefore can prescribe treatments or courses of action that in the long term may prove detrimental to the worker's recovery and delay their return to work. For example, doctors commonly suggest workers take long periods of rest from work in order to recuperate, which may have the effect of making the eventual return to work more difficult, and reinforcing the 'sick role' in the worker's mind.

### **Tertiary stress management strategies**

Tertiary approaches to the management of occupational stress are those which occur after the worker has been diagnosed as suffering from the ill effects of stress and aim to rehabilitate the individual and assist their return to work. The most commonly adopted tertiary approach is case management, which aims to provide a return to work plan for the individual which is co-ordinated between the different treatment providers, and which is as cost effective as possible.

### **Conclusion**

As a word, stress has a dubious yet undeniable meaning. As a problem, it is extraordinarily widespread and may now have assumed what can only be described as epidemic proportions. In everyday language, policy circles and across the social sciences, stress continues to demand attention. Workplace stress is costly and becoming more so. It has many causes, and these involve complex combinations of physical, social and psychological elements. Stress affects people differently, is difficult to measure and has a fraught relationship with both ill-health and unhappiness. In addition, just as resources are being directed at it, there remain widespread concerns about the precise nature of stress and what it says about contemporary society and workplace practices. Despite these searching and inconclusive debates, suffering is real and people continue to adopt the affective language of stress to describe (and experience) problems in their work. No matter what its precise nature, stress now places significant pressures on organisations to develop methods for its effective prevention and management. So are policy initiatives underway and laws being written to further establish and institutionalise the discourse of stress, to increase employer responsibility, to develop new interventions and to empower its many victims?

## **8. Managing time to manage stress!**

The term Time Management is a misnomer. You cannot manage time; you manage the events in your life in relation to time. You may often wish for more time but you only get 24 hours, 1,440 minutes or 86,400 seconds each day. How you use that time depends on skills learned through self-analysis, planning, evaluation, and self-control. Much like money time is both valuable and limited: it must be protected, used wisely and budgeted.

People who practice good time management techniques often find that they:

- Are more productive,
- Have more energy for things they need to accomplish,
- Feel less stressed, Are able to do the things they want,
- Get more things done,
- Relate more positively to others, and Feel better about themselves (Dodd and Sundheim, 2005).

Finding a time management strategy that works best for you depends on your personality, ability to self-motivate, and level of self-discipline. By incorporating some or all of the ten strategies, below, you can more effectively manage your time.

### **1. Know How You Spend Your Time**

Keeping a time log is a helpful way to determine how you are using your time. Start by recording what you are doing for 15-minute intervals for a week or two. Evaluate the results. Ask if you did everything that was needed; determine which tasks require the most time; determine the time of day when you are most productive; and analyze where most of your time is devoted – job, family, personal, recreation, etc. Identifying your most time-consuming tasks and determining whether you are investing your time in the most important activities can help you to determine a course of action. In addition, having a good sense of the amount of time required for routine tasks can help you be more realistic in planning and estimating how much time is available for other activities.

### **2. Set Priorities**

Managing your time effectively requires a distinction between what is important and what is urgent (MacKenzie, 1990). Experts agree that the most important tasks usually aren't the most urgent tasks. However, we tend to let the urgent dominate our lives. Covey, Merrill, and Merrill (1994) categorize our activities into four quadrants in their *Time Management Matrix: urgent, not urgent, important and not important*. While activities that are both urgent and important must be done, Covey et.al. suggests that we spend less time on activities that are not important (regardless of their urgency) in order to gain time to focus on activities that are not urgent but important. Focusing on these important activities allows you to gain greater control over your time and possibly reduce the number of important tasks that do become urgent. One of the easiest ways to prioritize is to make a "to do" list. Whether you need a daily, weekly or monthly list depends on your lifestyle. Just be careful not to allow the list-making to get out of control and do not keep multiple lists at the same time. Rank the items on your "to do" list in order of priority (both important and urgent). You may choose to group items in categories such as high, medium and low, number them in order, or use a color coding system. Keep in mind that your goal is not to mark off the most items; rather you want



to mark off the highest priority items (MacKenzie, 1990). Having a prioritized "to do" list allows you to say "no" to activities that may be interesting or provide a sense of achievement but do not fit your basic priorities.

### **3. Use a Planning Tool**

Time management experts recommend using a personal planning tool to improve your productivity. Examples of personal planning tools include electronic planners, pocket diaries, calendars, computer programs, wall charts, index cards and notebooks. Writing down your tasks, schedules, and memory joggers can free your mind to focus on your priorities. Auditory learners may prefer to dictate their thoughts instead. The key is to find one planning tool that works for you and use that tool consistently. Some reminders when using a planning tool are:

- Always record your information on the tool itself. Jotting notes elsewhere that have to be transferred later is inefficient.
- Review your planning tool daily.
- Carry your planning tool with you.
- Remember to keep a list of your priorities in your planning tool and refer to it often.
- Synchronize electronic planners with your computer and recharge the batteries in your planner on a regular basis.
- Keep a back-up system.

### **4. Get Organized**

Most people find that disorganization results in poor time management. Professional organizers recommend that you first get rid of the clutter. A frequently used method is to set up three boxes (or corners of a room) labeled "Keep" – "Give Away" – "Toss." Separate the clutter by sorting items into these boxes. Immediately discard items in your "Toss" box. Your "Give Away" box may include items you want to sell, delegate, or discontinue so find a method to eliminate these items such as a yard sale, charitable donation, or gifts to friends or family members outside your home. With the clutter gone, the next step is to implement a system that allows you to handle information (e.g., tasks, papers, e-mail, etc.) less, only once, when possible.

1. Throw it away, delete it, or otherwise get rid of it.
2. Delegate it: give it to someone else to do, file, or respond.
3. Act on it yourself. Then throw it away or file it.
4. File it temporarily until it needs action or until additional information is received. Follow-up: a "tickler" file can be useful for holding temporary information.
5. File it permanently where you can easily find it later. (Dodd and Sundheim, 2005).

### **5. Schedule Your Time Appropriately**

Even the busiest people find time for what they want to do and feel is important. Scheduling is not just recording what you have to do (e.g., meetings and appointments), it is also making a time commitment to the things you want to do. Good scheduling requires that you know yourself. Using your time log, you should have determined those times during the day when you are most productive and alert. Plan your most challenging tasks for when you have the most energy. Block out time for your high priority activities first and protect that time from interruptions. If you know you will have waiting time or commuting time, schedule



small tasks such as writing a letter, jotting down a shopping list, reading or listening to educational audiotapes to capitalize on the time loss (Lakein, 1973). Try to limit scheduled time to about 3/4ths of your day, leaving time for creative activities such as planning, dreaming, thinking, and reading.

#### **6. Delegate: Get Help from Others**

Delegation means assigning responsibility for a task to someone else, freeing up some of your time for tasks that require your expertise. Delegation begins by identifying tasks that others can do and then selecting the appropriate person(s) to do them. You need to select someone with the appropriate skills, experience, interest, and authority needed to accomplish the task. Be as specific as possible in defining the task and your expectations, but allow the person some freedom to personalize the task. Occasionally check to determine how well the person is progressing and to provide any assistance, being careful not to take over the responsibility. Finally, don't forget to reward the person for a job well done or make suggestions for improvements if needed. (Dodd and Sundheim, 2005)

Another way to get help is to "buy" time by obtaining goods or service that save you a time investment. For example, paying someone to mow your lawn or clean your house, using a computerized system, or joining a carpool to transport your children to their extracurricular activities can allow you free time to devote to other activities.

#### **7. Stop Procrastinating**

You may be putting off tasks for a variety of reasons. Perhaps the task seems overwhelming or unpleasant. Try breaking down the task into smaller segments that require less time commitment and result in specific, realistic deadlines. If you're having trouble getting started, you may need to complete a preparatory task such as collecting materials or organizing your notes. Also, try building in a reward system as you complete each small segment of the task.

- Use voice mail and set aside time to return calls.
- Avoid small talk. Stay focused on the reason for the call.
- Stand up while you talk on the phone. You are more likely to keep the conversation brief.
- Take any necessary action immediately following the call.
- Set aside times of the day for receiving calls and let others know when you are available.
- Keep phone numbers readily available near the telephone.

#### **8. Manage External Time Wasters**

Your time may be impacted by external factors imposed by other people and things. You can decrease or eliminate time spent in these activities by implementing some simple tips listed below:

##### **Telephone**

- Use voice mail and set aside time to return calls.
- Avoid small talk. Stay focused on the reason for the call.
- Stand up while you talk on the phone. You are more likely to keep the conversation brief.
- Take any necessary action immediately following the call.
- Set aside times of the day for receiving calls and let others know when you are available.
- Keep phone numbers readily available near the telephone.

### **Unexpected Visitors**

- Establish blocks of time when you are available for visits.
- Tell the visitor politely that you cannot meet with them at this time and schedule the visit for a more convenient time.
- Set a mutually agreeable time limit for the visit.
- When someone comes to the door, stand up and have your meeting standing.

### **Meetings**

- Know the purpose of the meeting in advance.
- Arrive on time.
- Start and end the meeting on time.
- Prepare an agenda and stick to it. Use a timed agenda, if necessary.
- Don't schedule meetings unless they are necessary and have a specific purpose or agenda.

### **Mail and E-mails**

- Set aside a specific time to view and respond to your mail and e-mail, but don't let it accumulate to the point that it becomes overwhelming to sort.
- Turn off instant messaging features on e-mail.
- Handle each item only once, if possible. Practice the options for dealing with clutter listed earlier.
- Sort mail near a garbage can and delete junk e-mail immediately from your electronic mailbox.
- Answer written messages by responding on the margins or bottom of the page.

### **Family Obligations**

- Establish a master calendar for each family member to post their time commitments.
- Make each family member responsible for consulting the master calendar for potential conflicts.
- Create a central area for posting communications such as appointment reminders, announcements, and messages.

### **9. Avoid Multi-tasking**

Recent psychological studies have shown that actually save time. In fact, the opposite is often true. You lose time when switching from one task to other, resulting from loss of productivity.

### **10. Stay healthy**

## **9. Stress in the workplace**

### **Tips to Reduce and Manage Job and Workplace Stress**

#### **Stress at Work**

While some workplace stress is normal, excessive stress can interfere with your productivity and impact your physical and emotional health. And your ability to deal with it can mean the difference between success or failure.

You can't control everything in your work environment, but that doesn't mean you're powerless—even when you're stuck in a difficult situation. Finding ways to manage workplace stress isn't about making huge changes or rethinking career ambitions, but rather about focusing on the one thing that's always within your control: you.

#### **Coping with work stress in today's uncertain climate**

For workers everywhere, the troubled economy may feel like an emotional roller coaster. "Layoffs" and "budget cuts" have become bywords in the workplace, and the result is increased fear, uncertainty, and higher levels of stress. Since job and workplace stress increase in times of economic crisis, it's important to learn new and better ways of coping with the pressure.

Your emotions are contagious, and stress has an impact on the quality of your interactions with others. The better you are at managing your own stress, the more you'll positively affect those around you, and the less other people's stress will negatively affect you.

There are a variety of steps you can take to reduce both your overall stress levels and the stress you find on the job and in the workplace. These include:

- Taking responsibility for improving your physical and emotional well-being.
- Avoiding pitfalls by identifying knee jerk habits and negative attitudes that add to the stress you experience at work.
- Learning better communication skills to ease and improve your relationships with management and coworkers.

#### **Tip 1: Recognize warning signs of excessive stress at work**

When you feel overwhelmed at work, you lose confidence and may become irritable or withdrawn. This can make you less productive and less effective in your job, and make the work seem less rewarding. If you ignore the warning signs of work stress, they can lead to bigger problems. Beyond interfering with job performance and satisfaction, chronic or intense stress can also lead to physical and emotional health problems.

#### **Signs and symptoms of excessive job and workplace stress**

- Feeling anxious, irritable, or depressed
- Apathy, loss of interest in work
- Problems sleeping
- Fatigue

- Trouble concentrating
- Muscle tension or headaches
- Stomach problems
- Social withdrawal
- Loss of sex drive
- Using alcohol or drugs to cope

#### **Common causes of excessive workplace stress**

- Fear of being laid off
- More overtime due to staff cutbacks
- Pressure to perform to meet rising expectations but with no increase in job satisfaction
- Pressure to work at optimum levels—all the time!

#### **Tip 2: Reduce job stress by taking care of yourself**

When stress at work interferes with your ability to perform in your job, manage your personal life, or adversely impacts your health, it's time to take action. Start by paying attention to your physical and emotional health. When your own needs are taken care of, you're stronger and more resilient to stress. The better you feel, the better equipped you'll be to manage work stress without becoming overwhelmed.

Taking care of yourself doesn't require a total lifestyle overhaul. Even small things can lift your mood, increase your energy, and make you feel like you're back in the driver's seat. Take things one step at a time, and as you make more positive lifestyle choices, you'll soon notice a reduction in your stress levels, both at home and at work.

- Get moving

Regular exercise is a powerful stress reliever—even though it may be the last thing you feel like doing. Aerobic exercise—activity that raises your heart rate and makes you sweat—is a hugely effective way to lift your mood, increase energy, sharpen focus, and relax both the mind and body. For maximum stress relief, try to get at least 30 minutes of heart-pounding activity on most days. If it's easier to fit into your schedule, break up the activity into two or three shorter segments.

- Make food choices that keep you going

Low blood sugar can make you feel anxious and irritable, while eating too much can make you lethargic. Healthy eating can help you get through stressful work days. 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.

- Drink alcohol in moderation and avoid nicotine

Alcohol temporarily reduces anxiety and worry, but too much can cause anxiety as it wears off. Drinking to relieve job stress may also eventually lead to alcohol abuse and dependence. Similarly, smoking when you're feeling stressed and overwhelmed may seem calming, but nicotine is a powerful stimulant – leading to higher, not lower, levels of anxiety.

- Get enough sleep

Not only can stress and worry can cause insomnia, but a lack of sleep can leave you vulnerable to even more stress. When you're well-rested, it's much easier to keep your emotional balance, a key factor in coping with job and workplace stress. Try to improve the quality of your sleep by keeping a sleep schedule and aiming for 8 hours a night.

- Get support

Close relationships are vital to helping you through times of stress so reach out to family and friends. Simply sharing your feelings face to face with another person can help relieve some of the stress. The other person doesn't have to ret to "fix" your problems; he or she just has to be a good listener. Accepting support is not a sign of weakness and it won't mean you're a burden to others. In fact, most friends will be flattered that you trust them enough to confide in them, and it will only strengthen your bond.

**Tip 3: Reduce job stress by prioritizing and organizing**

When job and workplace stress threatens to overwhelm you, there are simple steps you can take to regain control over yourself and the situation. Your newfound ability to maintain a sense of self-control in stressful situations will often be well-received by coworkers, managers, and subordinates alike, which can lead to better relationships at work. Here are some suggestions for reducing job stress by prioritizing and organizing your responsibilities.

***Time management tips for reducing job stress***

- Create a balanced schedule. Analyze your schedule, responsibilities, and daily tasks. All work and no play is a recipe for burnout. Try to find a balance between work and family life, social activities and solitary pursuits, daily responsibilities and downtime.
- Don't over-commit yourself. Avoid scheduling things back-to-back or trying to fit too much into one day. All too often, we underestimate how long things will take. If you've got too much on your plate, distinguish between the "shoulds" and the "musts." Drop tasks that aren't truly necessary to the bottom of the list or eliminate them entirely.
- Try to leave earlier in the morning. Even 10-15 minutes can make the difference between frantically rushing to your desk and having time to ease into your day. Don't add to your stress levels by running late.
- Plan regular breaks. Make sure to take short breaks throughout the day to take a walk or sit back and clear your mind. Also try to get away from your desk or work station for lunch. Stepping away from work to briefly relax and recharge will help you be more, not less, productive.

***Task management tips for reducing job stress***

- Prioritize tasks. Make a list of tasks you have to do, and tackle them in order of importance. Do the high-priority items first. If you have something particularly unpleasant to do, get it over with early. The rest of your day will be more pleasant as a result.

- Break projects into small steps. If a large project seems overwhelming, make a step-by-step plan. Focus on one manageable step at a time, rather than taking on everything at once.
- Delegate responsibility. You don't have to do it all yourself. If other people can take care of the task, why not let them? Let go of the desire to control or oversee every little step. You'll be letting go of unnecessary stress in the process.
- Be willing to compromise. When you ask someone to contribute differently to a task, revise a deadline, or change their behavior at work, be willing to do the same. Sometimes, if you can both bend a little, you'll be able to find a happy middle ground that reduces the stress levels for everyone.

**Tip 4: Reduce job stress by improving emotional intelligence**

Even if you're in a job where the environment has grown increasingly stressful, you can retain a large measure of self-control and self-confidence by understanding and practicing emotional intelligence. Emotional intelligence is the ability to manage and use your emotions in positive and constructive ways. When it comes to satisfaction and success at work, emotional intelligence matters just as much as intellectual ability. Emotional intelligence is about communicating with others in ways that draw people to you, overcome differences, repair wounded feelings, and defuse tension and stress.

**Emotional intelligence in the workplace:**

Emotional intelligence in the workplace has four major components:

- i. Self-awareness – The ability to recognize your emotions and their impact while using gut feelings to guide your decisions.
- ii. Self-management – The ability to control your emotions and behavior and adapt to changing circumstances.
- iii. Social awareness – The ability to sense, understand, and react to other's emotions and feel comfortable socially.
- iv. Relationship management – The ability to inspire, influence, and connect to others and manage conflict.

***The five key skills of emotional intelligence***

There are five key skills that you need to master in order to raise your emotional intelligence and manage stress at work.

- i. Realize when you're stressed, recognize your particular stress response, and become familiar with sensual cues that can rapidly calm and energize you. The best way to reduce stress quickly is through the senses: through sight, sound, smell, taste, and touch. But each person responds differently to sensory input, so you need to find things that are soothing to you.
- ii. Stay connected to your internal emotional experience so you can appropriately manage your own emotions. Your moment-to-moment emotions influence your thoughts and actions, so pay attention to your feelings and factor them into your decision making at work. If you ignore your emotions you won't be able to fully understand your own motivations and needs, or to communicate effectively with others.

- iii. Recognize and effectively use nonverbal cues and body language. In many cases, what we say is less important than how we say it or the other nonverbal signals we send out, such as eye contact, facial expression, tone of voice, posture, gesture and touch. Your nonverbal messages can either produce a sense of interest, trust, and desire for connection—or they can generate confusion, distrust, and stress. You also need to be able to accurately read and respond to the nonverbal cues that other people send you at work.
- iv. Develop the capacity to meet challenges with humor. There is no better stress buster than a hearty laugh and nothing reduces stress quicker in the workplace than mutually shared humor. But, if the laugh is at someone else's expense, you may end up with more rather than less stress.
- v. Resolve conflict positively. Resolving conflict in healthy, constructive ways can strengthen trust between people and relieve workplace stress and tension. When handling emotionally-charged situations, stay focused in the present by disregarding old hurts and resentments, connect with your emotions, and hear both the words and the nonverbal cues being used. If a conflict can't be resolved, choose to end the argument, even if you still disagree.

**Tip 5: Reduce job stress by breaking bad habits**

Many of us make job stress worse with negative thoughts and behavior. If you can turn around these self-defeating habits, you'll find employer-imposed stress easier to handle. Resist perfectionism. No project, situation, or decision is ever perfect, so trying to attain perfection on everything will simply add unnecessary stress to your day. When you set unrealistic goals for yourself or try to do too much, you're setting yourself up to fall short. Aim to do your best, no one can ask for more than that.

Clean up your act. If you're always running late, set your clocks and watches fast and give yourself extra time. If your desk is a mess, file and throw away the clutter; just knowing where everything is saves time and cuts stress. Make to-do lists and cross off items as you accomplish them. Plan your day and stick to the schedule—you'll feel less overwhelmed. Flip your negative thinking. If you see the downside of every situation and interaction, you'll find yourself drained of energy and motivation. Try to think positively about your work, avoid negative-thinking co-workers, and pat yourself on the back about small accomplishments, even if no one else does.

Don't try to control the uncontrollable. Many things at work are beyond our control—particularly the behavior of other people. Rather than stressing out over them, focus on the things you can control such as the way you choose to react to problems.

**Four Ways to Dispel Stress**

- a. **Take time away.** When stress is mounting at work, try to take a quick break and move away from the stressful situation. Take a stroll outside the workplace if possible, or spend a few minutes meditating in the break room. Physical movement or finding a quiet place to regain your balance can quickly reduce stress.
- b. **Talk it over with someone.** In some situations, simply sharing your thoughts and feelings with someone you trust can help reduce stress. Talking over a problem with



someone who is both supportive and empathetic can be a great way to let off steam and relieve stress.

- c. **Connect with others at work.** Developing friendships with some of your co-workers can help buffer you from the negative effects of stress. Remember to listen to them and offer support when they are in need as well.
- d. **Look for humor in the situation.** When used appropriately, humor is a great way to relieve stress in the workplace. When you or those around you start taking things too seriously, find a way to lighten the mood by sharing a joke or funny story.

**Tip 6: Learn how managers or employers can reduce job stress**

It's in a manager's best interest to keep stress levels in the workplace to a minimum. Managers can act as positive role models, especially in times of high stress, by following the tips outlined in this article. If a respected manager can remain calm in stressful work situations, it is much easier for his or her employees to also remain calm.

Additionally, there are a number of **organizational changes** that managers and employers can make to reduce workplace stress. These include:

- Improve communication
- Share information with employees to reduce uncertainty about their jobs and futures.
- Clearly define employees' roles and responsibilities.
- Make communication friendly and efficient, not mean-spirited or petty.
- Consult your employees
- Give workers opportunities to participate in decisions that affect their jobs.
- Consult employees about scheduling and work rules.
- Be sure the workload is suitable to employees' abilities and resources; avoid unrealistic deadlines.
- Show that individual workers are valued.
- Offer rewards and incentives.
- Praise good work performance, both verbally and officially, through schemes such as Employee of the Month.
- Provide opportunities for career development.
- Promote an "entrepreneurial" work climate that gives employees more control over their work.
- Cultivate a friendly social climate
- Provide opportunities for social interaction among employees.
- Establish a zero-tolerance policy for harassment.
- Make management actions consistent with organizational values.

