

- ❖ Strategic Management
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- ❖ Management Development
- ❖ Self Development
- ❖ Techniques of self Analysis

K.K. AHUJA

MANAGEMENT TRAINING AND DEVELOPMENT

MANAGERIAL

EXCELLENCE

MANAGERIAL EXCELLENCE

MANAGEMENT TRAINING AND DEVELOPMENT

STRATEGIC MANAGEMENT, HUMAN RESOURCE MANAGEMENT,
INDUSTRIAL AND ORGANISATIONAL PSYCHOLOGY, ORGANISATIONAL
CHANGE AND DEVELOPMENT, HUMAN RELATIONS, ORGANISATIONAL
BEHAVIOUR, MANAGEMENT DEVELOPMENT, SELF DEVELOPMENT
TECHNIQUES OF SELF ANALYSIS

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(Oxford) U.K.



KALYANI PUBLISHERS

LUDHIANA • NEW DELHI • NOIDA (U.P.)
HYDERABAD • CHENNAI • CALCUTTA • CUTTACK

700/98-99

KALYANI PUBLISHERS

Head Office

B-I/1292, Rajinder Nagar, Ludhiana-141 008

Administration Office

4779, Ansari Road,
23, Daryaganj, New Delhi-110 002

Works

B-16, Sector-8, NOIDA (U.P.)

Branches

1, Mahalakshmi Street,
T. Nagar, Chennai-600 017

110/111, Bharatia Towers, Badambadi,
Cuttack-9 (Orissa)

3-5-1108, Narayanaguda, Hyderabad-500 029

10/2B, Ramanath Mazumdar Street,
Calcutta-700 009

© 1998, AHUJA, K.K.

First Edition, 1999

ISBN 81-7663-117-5

Typesetting by RADHA LASERKRAFT
R-814, New Rajinder Nagar, New Delhi-110 060

PRINTED IN INDIA

At Kalyani Printings, B-15, Sector 8, NOIDA
and published by Mrs. Usha Raj Kumar for
Kalyani Publishers, New Delhi-110 002

Preface

Transformation of Self for success in Management is the object of this book. Organisations succeed mainly because of their people successful organisations make constant and conscious efforts to instil in their people a strong desire to excel in their chosen activities. A Chinese proverb says : "If you want to plan for a year, plant corn; if you want to plan for three years, plant a tree; but if you want to plan for 10 years, plant man." The book deals with development of people with right attitude, loyalty and commitment to purpose.

The title of the book "Managerial Excellence" is concerned basically with the emotional aspects of human inter-relationships in industry. The book is written with an object to introduce better understanding of an individual, group and organisation for the over-all growth and development of the organisation.

The book deals with the study of an individual, his emotional feelings, his perception and his personality. It also deals with the study of group, group dynamics, inter-personnel relationship, inter personnel effectiveness. It pays no less emphasis on the study of an organisation, organisational structure, organisational effectiveness, organisational growth, organisational development and also the various techniques required to achieve self-awareness, group effectiveness and organisational effectiveness.

There is no magic by which we can get people in to business and retain them but we do have better ways to convert our human resource into highly skilled and committed people through analysing their strengths and weaknesses in terms of organisational core competencies and providing the right training inputs.

The book will provide enough opportunities for better understandings of various issues of Behaviour Science, Personnel Management and other areas of Man Management. The book will extend all helps to students preparing for MBA, Management, Personnel Management, Marketing Management, Post Graduate Diploma in Human Resource Management.

The book has been designed for the development and growth of people working in industry in the area of personnel, engineering, training, behaviour science and also for interested individuals with the fundamental aspects of human nature and social organisations.

The emphasis in the book is on the development of an individual by way of internal motivation rather on external stimulation alone because the initiative for development and growth has to be a continuous process and from within in one's self. "Managerial Excellence" a new approach to human resource management will meet the needs of people both from the academic and industrial world alike.

The object of the book is to bring an all round development in personality of executive including psychological, managerial and cultural developments.

Any suggestion for the improvement of the book will be highly appreciated.

K.K. AHUJA

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CHAPTER 1

Managerial Success

To be a successful executive of tomorrow one has to make oneself more effective by developing and learning skills, abilities and even character traits which lead to success.

WHAT IS SUCCESS ?

The immediate question that comes to mind is, 'What exactly is success?' The definition of success is, 'Work smart not hard'. This divides the executives in two categories :

- (a) successful executives, and
- (b) unsuccessful executives.

Successful Executives

The successful executive is one whose response is authentic, and who is credible, praiseworthy, responsive and genuine both as an individual and as a member of an organisation.

Characteristics of a Successful Executive

Specific Traits

- Enjoys work, interacts freely and appreciates the world of nature, takes pride in the work;
- Possesses a winning attitude;
- Knows what success means to his life;
- Believes that time is precious and lives in a here and now situation;
- Responds appropriately to a situation and assumes responsibility;
- Separates facts from opinions;
- Does not leave success to chance; and
- Possesses critical skills.

Personality Traits

- Persistence in the accomplishment of objectives;
- Integration towards goals;
- Self confidence; and
- Freedom from an inferiority complex.

Unsuccessful Executives

The unsuccessful executive, on the other hand, fails to respond authentically. Much of the executive's potential remains dormant, unrealised and unrecognised. A lack of response in childhood, an unhappy dependency relationship, continuing dependence, inadequate physical care resulting in a lack of normal progress, autonomy and self realisation result in an unsuccessful executive career.

The Characteristics of Unsuccessful Executives

Specific Traits

- Lives in the past;
- Dwells on the good old days or past performance;
- Feels sorry for himself;
- Shifts the responsibility for his unsatisfactory life on to others;
- Lives constantly in dread of future failure;
- Distorted or incomplete perception; and
- Pretends, manipulates and perpetuates old roles from childhood.

Personality Traits

- Inferiority complex; and
- Lack of confidence in self and others (I'm not OK—You're not OK).

HOW TO BE SUCCESSFUL

The traits of successful executives give us a clear picture that one can achieve success by acquiring the skills of successful executives. Managerial success is not the prerogative or privilege of only a select few, but all those executives who have grit and determination, can achieve success. The managerial domain is full of extraordinary success stories as well as those of disappointing failures. A close scrutiny of these successes and failures reveals an interesting phenomenon. A person with no formal management education turns out to be a most successful manager while a bright management graduate with an impressive track record proves to be a fiasco.

Following are some of the traits common among successful executives.

1. **Successful Executives—Men on the move.** The successful managers are, 'People on the Move', who know how to take effective action and how to change with the times. What distinguishes successful executives from the rest is not only their understanding of how others work, think and react, but also their knowledge of what motivates them to work to their full potential.

2. **Down to earth approach.** Managerial success is basically attributed to the executives' 'down to earth' approach in responding to and handling business realities. In today's environment, management of a business enterprise

is no doubt a complex affair. If the people who are entrusted with the responsibility or task of handling the business do not respond to and perform at the opportune moment, the enterprise will suffer in the long run. Certainly, both these activities of response and performance involve a lot of other functions like planning, organising, staffing, decision-making and controlling. The secret of successful managers lies in their judicious use and application of these management functions, so that every relevant business opportunity is responded to.

3. **Indepth understanding of people.** The other trait of successful managers is their, 'indepth understanding of human resources'. The life-line of any organisation is their human-resource. It is only through and with them that an organisation can attain any semblance of success. This is easier said than done, as the behaviour of human beings is not only unpredictable but also difficult to gauge. These successful managers, *have an immense ability to understand the needs of human resources and make them give their best to the organisation.*

4. **To Create a team.** The other quality of a successful manager is 'To create a Team'. It is said that we Indians are good individual performers but poor team players in the organisational set up.

5. **Tactfulness.** The other characteristic of successful managers is their, 'tactfulness in handling people in high places', viz, *the Government, the bureaucracy, etc.* In today's context, it is an accepted fact that the Government and the bureaucracy have a vital role to play, not only in the existence of an enterprise, but also in its management and viability.

6. **Achievement Motivation.** The last, and the most important attribute which is responsible for managerial success is nothing but 'high achievement motivation'. The successful managers are a band of people who are self-motivators and have a strong desire to achieve, the impossible.

How can we boost the chances of our success

After understanding the *Executive Job Profile*, we can visualise the skills required for effectiveness. The skills and abilities can make us more effective and efficient, particularly, 'on the job and off the job'. *The skills and abilities are critical to success and mastering them will give us more satisfaction and confidence.* The skills required vary not only with the functions of the executive but also with the level at which the executive is operating. It is more of technical skill that is required of the lower level executive in the organisational heirarchy and conceptual skills at the senior management level. The skills profile is given in Figure (1.1).

We take for granted many of our vital skills and abilities not realising they can be developed and improved upon. We as executives can boost our chances of success by developing these traits and changing our life style to make it in today's competitive world. We need to develop in areas such as 'Communication', 'Decision-making' and 'Time Management'.

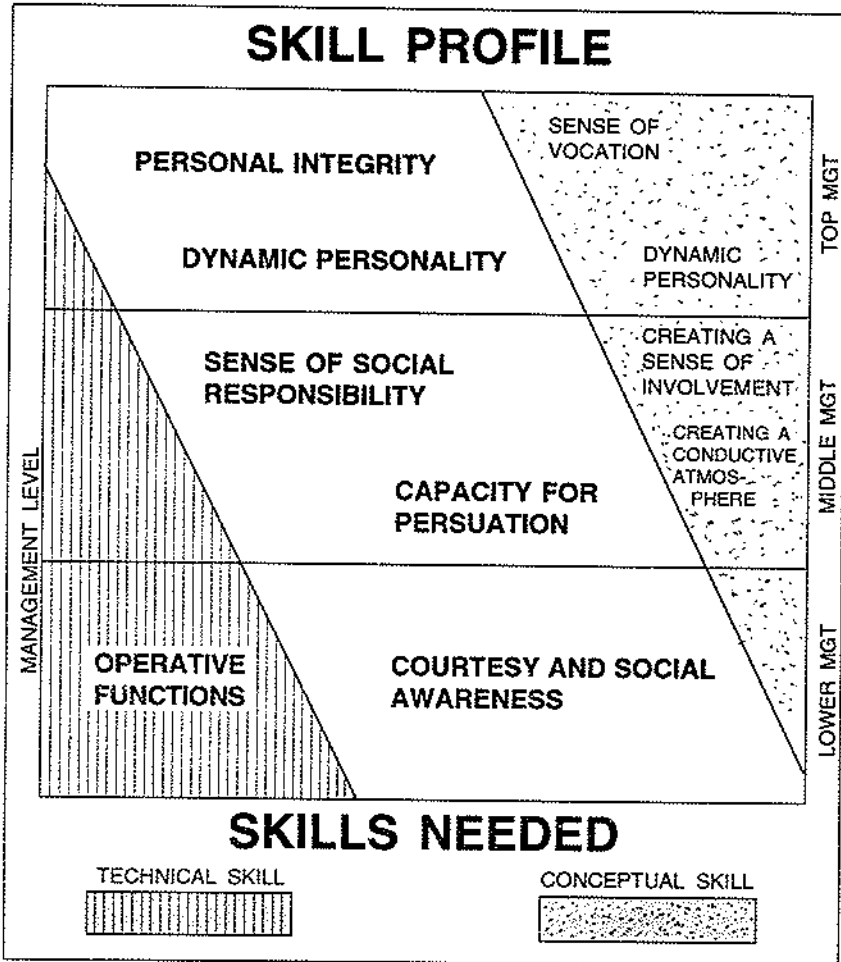


Fig. 1.1

Successful managers of the future will be those who master six independent, 'New Age Skills'.

New age Skills

These require concentration, a broad prospective and a knowledge base to get to the heart of a problem—not just to visible symptoms. Creative skills enables us to discover all facets of an issue—the hidden opportunities, advantages and strengths—opening the door to the best strategies. Some of the new age skills are :

(a) **Sensitivity.** Sensitivity to the needs and motivations of others. To understand peoples' moods and expectations and to act on that understanding.

To bind people together, so that they feel motivated to achieve high goals. We have to look inside each individual to gain knowledge of that person's expectations and needs.

(b) **Vision.** Vision is a mental journey from the known to the unknown. It is a process of creating the future from facts, figures, hopes, dreams, threats and opportunity. It is through vision that we position ourselves and the organisation to create and take advantage of opportunities. Vision helps to chart a course that creates change and helps us to respond to external changes. It amalgamates strategy and culture to achieve corporate excellence.

(c) **Versatility.** Change is inevitable and there is no point in resisting it. So stay alert to anything in our environment that might signal a trend or change in customer or competitor behaviour. 'Versatility' helps us to welcome change as an opportunity, not a threat, and to learn to control it to our advantage.

(d) **Focus.** To exploit changes effectively, so that we as executives can determine what specific people and operational changes would be required. Based on this, we should develop a plan and time-table for shifting focus, then begin implementation, monitoring and adjusting.

(e) **Patience.** The executive should have a long-term perspective. He can have immediate goals, but he needs a long-term view that evaluates those goals in terms of a more distant future.

We should use our "New Age Skills" at the right time and in the right combination and proportion.

Executive Analysis

Understanding an Executive's Profile. In order to evaluate oneself as an executive and to identify executive skills for the future, there is a need to isolate all the components of an effective executive: to uncover the real person behind the usually misleading facade. To size up an executive accurately

Basic Elements of an Executive

- (a) The persona or mask
- (b) Energy of an executive
- (c) Values and psychic contract
- (d) Conscious goals and hidden agendas
- (e) Intelligence
- (f) Work habits
- (g) People skills
- (h) Adjustment
- (i) Overall personality type
- (j) Stage in life

we must go behind the mask and evaluate the things that really matter most. Each one of us wants to be successful but neither do we have the time nor the desire to analyse what the skills required by a successful executive are. The anatomy of the executive can reveal the various elements of executive work which make him successful, viz., goals; perception of the need to work; work ethic; conscience; energy level; work habits and personnel handling skills. Facts about the managerial work are given in Table 1.1. The traits and analysis of an executive are given in Table 1.2.

TABLE 1.1

MANAGERIAL WORK		
EXECUTIVE JOB PROFILE		
S. No.	Managerial work	An Analysis
1.	Managers work at an unrelenting pace	Managers work at an unrelenting pace. Their activities are characterised by bravery and they are strongly oriented to action.
2.	In addition to handling exceptions, managerial work involves performing regular duties.	Managerial work involves performing a number of regular duties, including rituals and ceremony, negotiations and processing of soft information that links the organisation with the environment.
3.	Managers favour verbal media	Managers strongly favour the verbal media — telephone calls and meetings. Managers spend 66 to 85% of time in verbal communications.
4.	Managers' performance to schedule time	Managers programmes to schedule time process information, make decisions and so on — remain locked deep inside their brains. Managers information needs may be different but they seek in the same way.

TABLE 1.2

TRAITS ANALYSIS OF AN EXECUTIVE		
S. No.	Personality elements of Executives	Traits Analysis
1.	The Persona or Mask	Most of the executives present a face to the world that seldom reflects their underlying feelings. The mask put on an executive is intended to perform the following functions : <ul style="list-style-type: none"> * Hide one's deficiencies * Conceal one's antagonism * Win other's acceptance

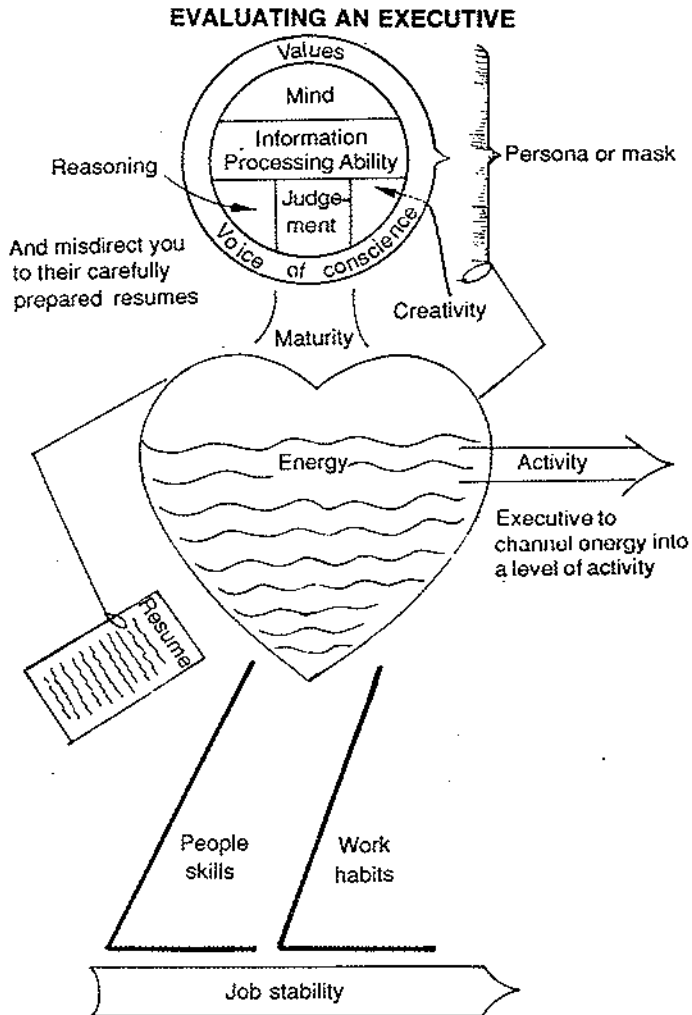
S. No.	Personality elements of Executives	Traits Analysis
		The idea of understanding a persona or mask is that it is most unwise to rely upon first impressions when evaluating executives.
2.	Energy	An executive can be defined as an energy system. Energy can be defined as a system. Energy can be stated to include : drives, aggression, anxieties and libidinous impulse. An executive is an energy system and his success to a great extent depends on his energy levels.
3.	Values and Psychic Contract	<p>Values are the prime determinants of human behaviour, and each of us has his or her unique system of values. Values are the voice of conscience. It compels the executive to obey the value system. Values are concepts, notions and opinions — not facts. A value system may be defined as the structuring of a person's beliefs within his/her cognitive framework. A value system is akin to the software that drives a computer. The value system is wholly or significantly responsible for an executive's :</p> <ul style="list-style-type: none"> * Goals * Cognitive process * Work habits * Compatibility with others * Capacity to adjust to a changing world <p>We are conditioned to accept certain values because the influence of authority figures in our lives. Place in the family, religion, culture, environment and nationality, emotional climate and educational opportunity.</p>
4.	Conscious	<p>Underlying drives spring from not one but two underlying voices : the voice of conscience and the voice of the self. The voice of the self is the central voice that we hear within us, but which we often fail to heed.</p> <p>The voice of conscience is the voice of parents and authority instilled into the value system.</p> <p>The underlying drives are : psychic contract, quest for achievement, drive to become oneself. The resultant needs that spring from underlying drives may be psychological. Financial needs are to</p>

Continued

S. No.	Personality elements of Executives	Traits Analysis
		maintain a particular life style. Societal needs reflect the drive to fulfill life style expectations and psychological need, and tend to spring from values inculcated in the home — security, status, power, achievement, approval, acceptance, affiliation; autonomy; and perfection.
5.	Intelligence	<p>In order to achieve our goals/objectives we need to use our intelligence.</p> <p>Intelligence is basically :</p> <p>(a) Information — A body of knowledge.</p> <p>(b) Ability to process the information resolving problems and expanding knowledge.</p> <ul style="list-style-type: none"> * Experience is what we learn — intellectually and emotionally. * Education — knowledge and learning ability acquired during final schooling. * Information processing ability consists of : * Reasoning — capacity to solve problems. * Judgement — it is a higher order skill and it involves an ability to weigh the problem; scanning knowledge and experience and monitoring results. * Creativity — it is judgement plus imagination.
6.	Work Habits	<p>They consists of :</p> <ul style="list-style-type: none"> * Illustrious * Perseverance * Orderliness * Self Reliance <p>Industry : Habit of working steadily, productively, voluntarily and consciously.</p> <p>Perseverance : To press on with an activity in the face of obstacles until the objective is achieved.</p> <p>Orderliness : It is preparedness, it is the habit of assigning an order, pattern, plan and system to one's work.</p> <p>Self Reliance : Habit of standing on one's own feet and solving one's own problems despite difficulties and opposition.</p>
7.	People Skills	An effective executive should be socially intelligent. He realises the importance of getting along with people and knows how to do it. He should develop

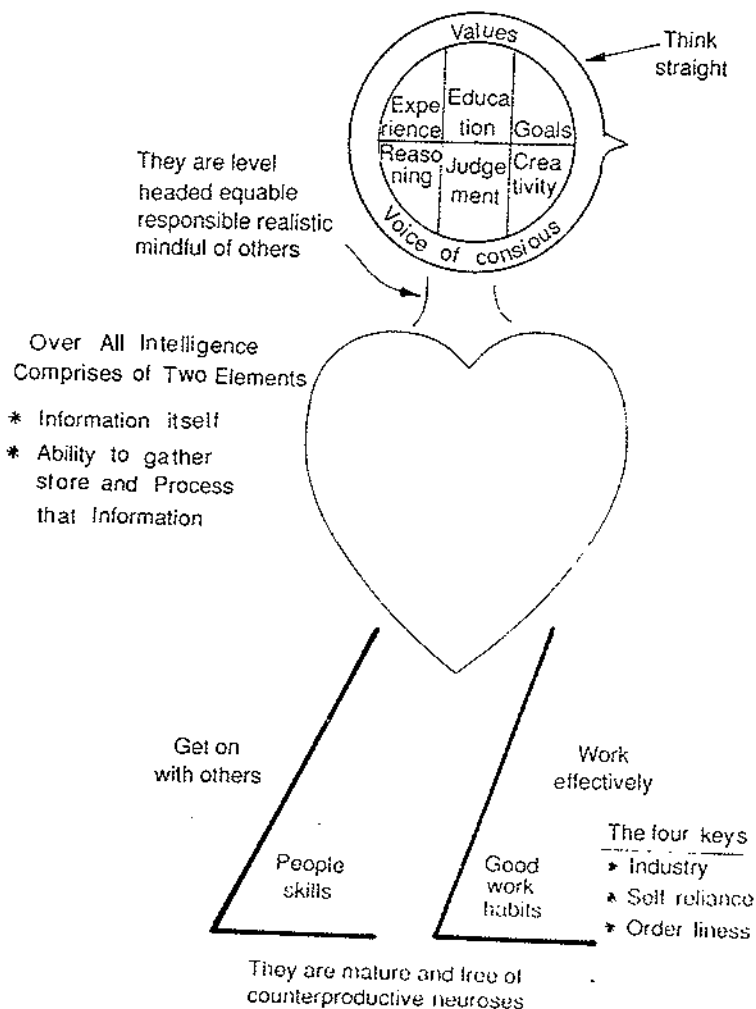
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S. No.	Personality elements of Executives	Traits Analysis
		<p>the requisite emotional qualities and hence his communication behaviour. An executive has to apply his social intelligence to four groups of people : superiors, peers, subordinates and clients. The four human qualities an executive must possess are :</p> <ul style="list-style-type: none"> * empathy * loyalty * social Dominance * tact <p>Empathy : Empathetic executives evoke more than mere good feelings. They also attract much information thereby enhancing their effectiveness. Loyalty : The executive who gives loyalty is entitled to expect it from others. Loyalty is willingness to put the interests of others before one's own, identify with the organisation and be a member of the team. Social dominance — An executive may dominate by virtue of his intelligence, by the power of empathy, by poise or grace, and by reputation. Tact : It is a manifestation of judgement and empathy. It is social intelligence in operation.</p>
8.	Adjustment	<p>A successful executive needs a cool head to receive a correct impression of things. A cool head is a head of a mature adult. Good executives virtually always have their heads straight. They see the world clearly, go after what they want and along the way, make appropriate adjustments to their goals, strategies and behaviour</p>
9.	Personality Style	<p>Executives have an overall style that affects the way they think, choose the goals and patterns of behaviour they adopt. The styles could be dominant, detached and dependent.</p> <p>Dominant : The goals are power and status. The major underlying fear is the 'fear of failure'. Detached : They want things to be reasonable and to make sense. The primary goals are achievements and autonomy. Dependent : The needs are affiliation, acceptance and approval. An executive can always identify his style by drawing his self-profile.</p>

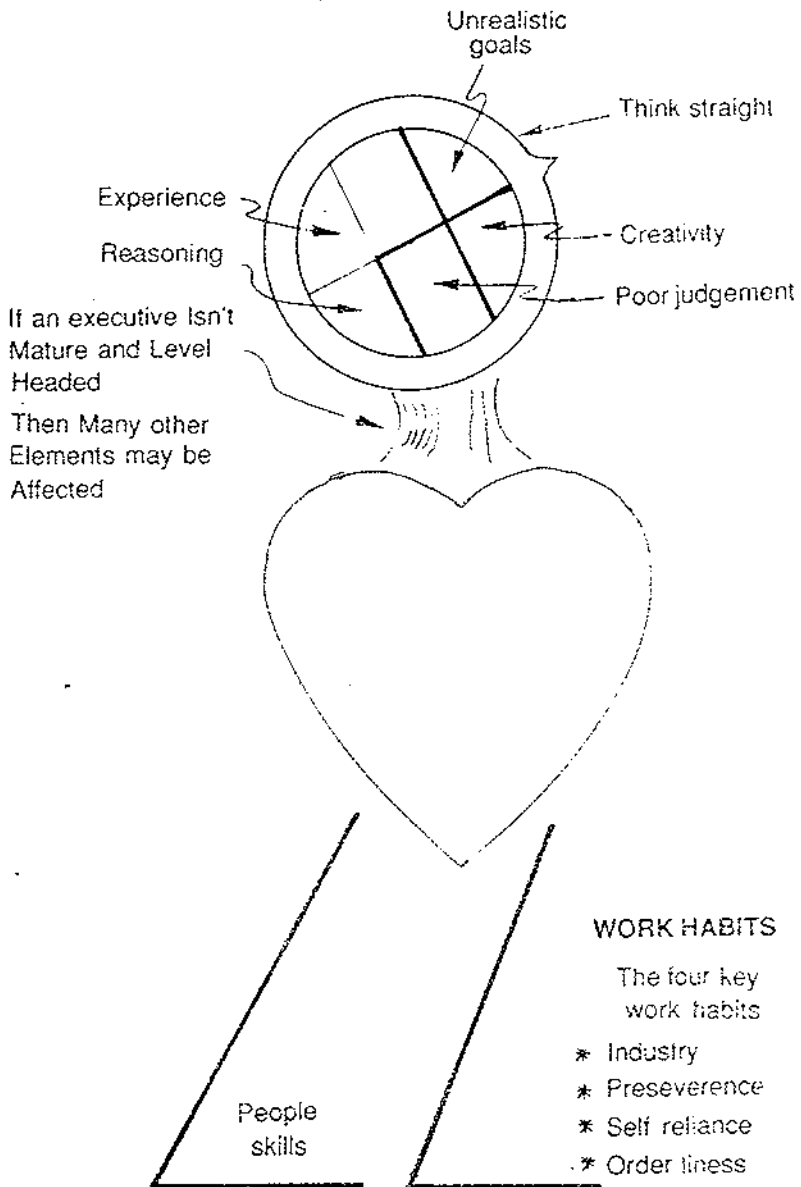


- * Information processing ability comprises reasoning, judgement, and creativity.
- * To evaluate an executive we must identify the following qualities :
 - * Mind
 - * Maturity
 - * Energy
 - * People or human relation skills
 - * Work Habits
- * None is more crucial than the 'value system', because this is the prime determinant of behaviour. The 'voice of conscience' is the very clement of the value system because it compels the executive to obey the value system or be punished with guilty feelings.

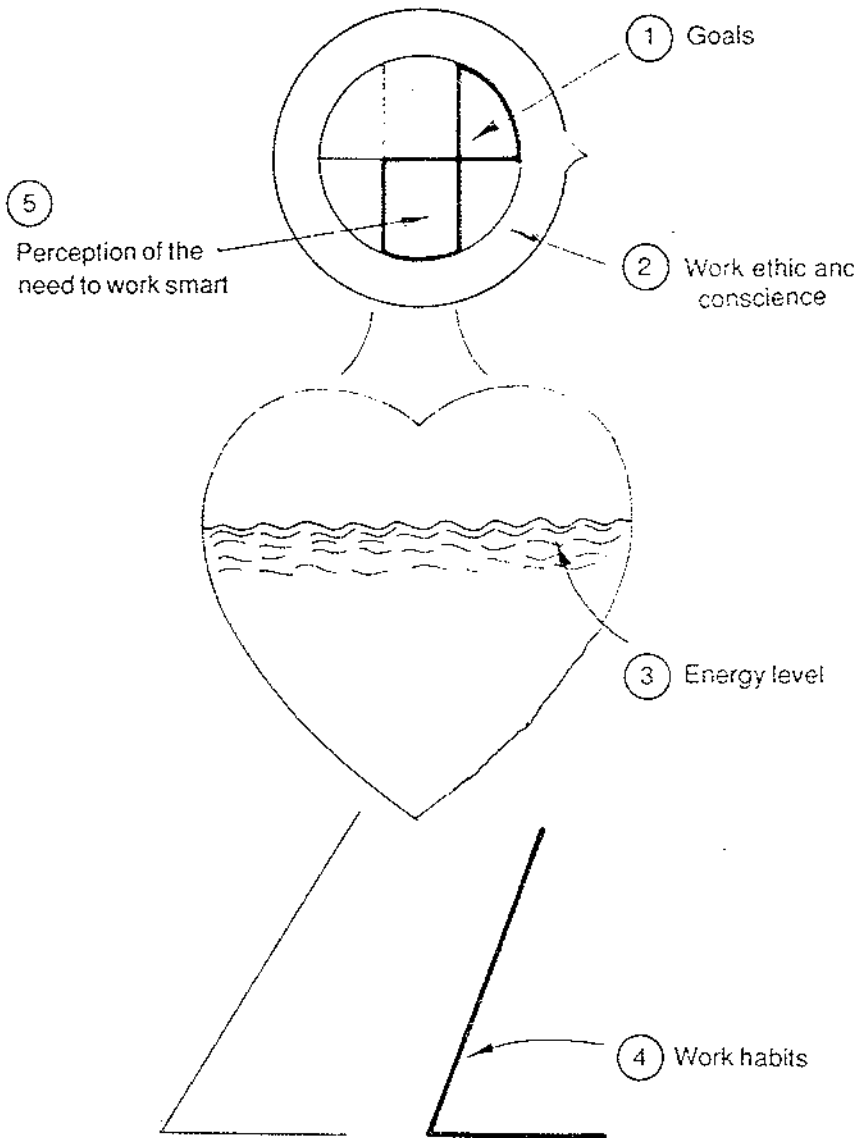
WELL ADJUSTED EXECUTIVES Have Their Heads on Straight



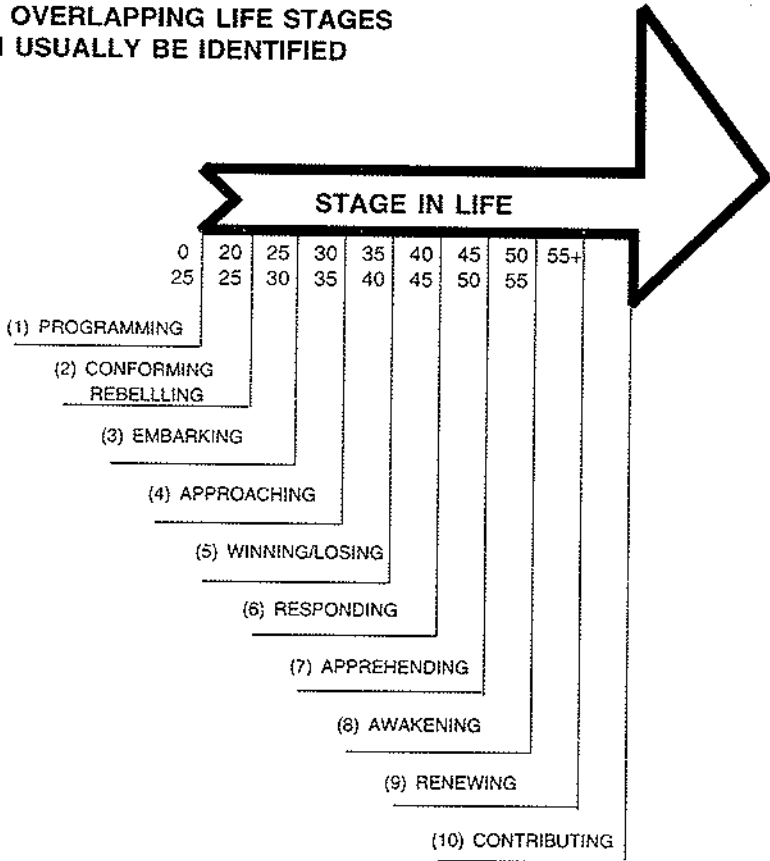
- * If an executive isn't mature and level-headed then the goals are unrealistic, the values and voice of conscious will be stifled.
- * There will be people problems, inferior work habits, and a history of job instability.
- * Finally, we must take into account an executive's stage in life and consider his or her general direction in terms of social mobility.



HOW EFFECTIVE IS AN EXECUTIVE'S WORK IS A FUNCTION OF 5 ELEMENTS



TEN OVERLAPPING LIFE STAGES CAN USUALLY BE IDENTIFIED



CHAPTER 2

Understanding Executive's Role

An executive determines what is going to be run; managers do the running. Dreaming to become a manager is a worthwhile effort that provides a great deal of professional satisfaction. Executive must keep their eyes on the real objective, while being up-to-date on what is really going on 'out-there'.

If we ask an executive what he does, he will most probably tell us that he 'plans', 'organises', 'co-ordinates' and 'controls'. If we examine what he really does, we should not be surprised if a manager can't relate what, in fact, he does. The fact is that these four functions which have dominated management vocabulary since Henri Fayol first introduced them in 1916, tell us very little about what managers actually do.

Is it not surprising that the field of management, so devoted to progress and change, has not seriously addressed the basic question: What do managers do? The synthesis of the findings of some of the discoveries of systematic research paints an interesting picture about how managers spend their time. *Considering the facts about managerial work, we can see that the manager's job is enormously complicated and difficult. The manager is over-burdened with obligations, yet he cannot easily delegate his tasks. As a result, he is driven to overwork and is forced to do many tasks superficially.*

ROLE OF AN EXECUTIVE

A manager's job can be described in terms of various roles of organised behaviour identified with a position.

(a) Interpersonal Role	(b) Promotional Role	(c) Decisional Role
Figure head Leader Liaison	Monitor Disseminator Spokesman	Entrepreneur Disturbance handler Resource allocator Negotiator

Let us understand these roles :

The analysis of managerial work suggests a number of important managerial skills — developing peer relationships, carrying out negotiations,

motivating subordinates, resolving conflicts, establishing information networks and subsequently disseminating information, making decisions in conditions of extreme ambiguity and allocating resources. Above all, the manager needs to be introspective about his work so that he may continue to learn on the job.

(a) **Interpersonal Role.** Role by virtue of an executive's position as head of an organisational unit. Interpersonal roles may include routine functions, responsibility for the work of other people of the unit; various aspects related to motivation of subordinates and the leadership role.

(b) **Promotional Role.** A manager by virtue of his interpersonal contacts, both with his subordinates and with his network of contacts, emerges as the nerve centre of his organisational unit. *The Chief Executives spend 40% of their contact time on activities devoted exclusively to transmission of information and 20% of their time on incoming mail which is purely informational.* The manager perpetually scans his environment for information, interrogates his liaison contacts and his subordinates and receives unsolicited information as a result of contacts.

(c) **Decisional Role.** Information is not of course an end in itself; it is the basic input to decision-making. The manager plays a major role in his unit's decision-making. *As entrepreneur, the manager seeks to improve his unit, to adapt it to changing conditions in the environment. As entrepreneur, the manager is the voluntary initiator of change. The disturbance handler role depicts the manager involuntarily responding to pressures.*

A Perceived Role

The 21st century will offer the greatest opportunity for planned success to executives. The essential management characteristics will be to run an organisation that gives to customers exactly what they have been led to expect and does it with pleasant efficiency. The principles of completeness should ensure that key partners in business succeed, viz :

- * employees to be successful,
- * suppliers to be successful, and
- * customers to be successful.

Future Role

The executive's job for the future can be studied if we perceive what will be a complete manager. A manager with an urge for 'innovation' and the adventurous spirit of a child and will be required to do the following:

(a) **Implement the principles of completeness.** Cause employees, suppliers and customers to be successful.

(b) **Adopt a 21st Century management Style.** Plan and create something so well that it immediately becomes effective.

(c) **Make Employees successful.** Realise that people are the most critical assets to success. Executives of the future will be required to *increase earnings and revenues, have the best quality, develop people, create and market new products and services.*

The future executive will be able to manage with the foundation of 'Zero Defects' with a perceived System Grid for the 21st Century. The System Grid will be as follows :

S.No.	Organisation's Characteristics	Management System Grid 21st Century
1.	Organisational policy	Consent of the governed
2.	Definition of requirements	Clear description
3.	Education	Everyone keeps learning
4.	Performance measurement	Climate of consideration
5.	Principles of the organisation	To make employees/customers/ suppliers/successful

The future executive will establish a philosophy of operating that is consistent with completeness and human dignity. Modern communication systems will let the management know and understand the will of the people. For that reason, misunderstandings will be easily avoided, special interest groups will be identified, and things will be well-organised throughout.

Methods of understanding an executive

There are two basic approaches to building an accurate understanding of an executive and developing a profile : (a) "working from the 'Outside In'" and (b) "working from the 'Inside Out'".

Method I. Working from the "outside in" means you observe the person's actual habits or behaviour and attempt to identify meaningful patterns. We do this most of the time with existing colleagues, superiors and subordinates. Then we flesh out the profile with knowledge of the value system that we gain through social interaction.

Method II. Working from the "inside out" means that we discover the subject's life history and values, formulate a model of his psyche and use this to predict his behaviour patterns.

Sizing up an executive

Executives suffer a loss of mental skills with the passage of time, becoming rigid, unable to deal with new concepts, frightened of change, resentful of younger executives, defensive and in brief incompetent to act in a changing world.

The challenge before each of us as an executive is how to evaluate oneself; discover and revise our 'psychic contract' and invest our life and our work, not just with effectiveness, but with the kind of meaning from which true success springs.

How to go up

Competent executives show good results and incompetent executives show poor results. The results are a good index of competence. No matter how great an executive may look, if he consistently fails to achieve reasonable goals he is likely to be incompetent. From the management point of view it is extremely important to spot competence and the potential for promotion. It is better to adopt the practice of making negative selections, *i.e.*, spotting and discarding the least competent people until finally we are left with a person who is least likely to foul up.

Management is often puzzled when considering incompetent executives, for such people are usually long time employees, who know the industry, work hard and look good but fail to achieve results. Why is this ?

The incompetence springs, not from technical or intellectual shortcomings but from emotional factors. The incompetent executive just has not got his head straight. The following are some of the basic problems of incompetence :

Understanding fear of failure. The fear of failure often reduces an otherwise very ambitious executive to incompetence because (a) the fear of failure is stress-provoking in itself, and (b) it renders working towards success more difficult.

Incapacitating fear of success. Many parents/friends instill a fear of success among their children/friends. *They accomplish this by warning that success may entail a loss of friends, suggesting that it is not right to 'rise too far' and implementing the ideas that 'the higher one climbs, the more unpleasant will be the inevitable fall'.* The executives who suffer a fear of success suffer from an inability to seize opportunity, or on becoming successful, by suffering self doubt and guilt that provokes unconscious acts of 'self sabotage'.

Symptoms of Incompetence

- (a) Delegate the problems to a committee, then wait and wait for it to make recommendations.
- (b) Practice an extreme version of democratic participative management and to delegate the problems to subordinates.
- (c) Initiate a research study, install a computer system, send for the consultants each time.
- (d) Looking for an answer in the book. If the contingency is not covered in the book no action can be taken.
- (e) Dissolving the problem in alcohol. The world seems a far less threatening place when viewed through a prism.
- (f) Falling ill, coming down on the job with a stress-related ailment such as migraine, headache or ulcer.

Developing an Executive Profile

Improving Skills

The golden rule of executive evaluation is : don't appoint a pig-in-a-poke. One should make every reasonable endeavour somehow to get all the information one needs to make a properly informed decision. In order to develop a profile of an executive, one has to work on collecting information on various traits and based on the information so collected, the final decision on the executive profile should be made.

Getting the most from oneself

Is there a secret of success ? Does one concept or strategy enable you to develop and improve skills, abilities and character traits that lead to success ? The answer is a qualified 'No'. The following are some of the thought-provoking perspectives on what it means and what it takes to succeed.

Make the most of One's Career

- | | |
|-----------------------------------|---------------------------------|
| (a) Set goals for oneself. | (b) Creativity — open your mind |
| (c) Listens and learns | (d) Make the best decisions |
| (e) Avoids burnout | (f) Get organised |
| (g) Gets the best from the people | (h) Leadership |
| (i) Has a positive attitude | |

The various perspectives which differentiate between successful and not so successful executives have been discussed in this chapter.

(a) Set goals for oneself

Goals must be specific and they must cover many areas. The goals could be set in the following categories :

- (a) Career — to reach a professional level.
- (b) Financial — to earn a certain amount.
- (c) Educational — acquire additional skills.
- (d) Physical fitness — diet control, health club, etc.
- (e) Community/Charity — to undertake voluntary work.
- (f) Personal — work to become less anxious, hostile, jealous, or insecure.

Write each of the goals at the top of a sheet of paper and think of the ways to reach them. It is important to keep goals specific and measurable. Putting goals in writing is important. Make your goals a part of your daily life and plan to achieve them.

(b) Creativity

Once you know where you want to go, there are several abilities one can develop to speed one on one's way. Individual creativity is spirited. It is based on key strengths in at least some of the following characteristics :

- Spontaneous : Willing to take risks.
- Persistent : Courageous, assertive, independent.
- Incentive : Looks at problem in new ways.
- Rewarding : Willing to share credit.
- Inner Openness : Intuitive; open and emotional, think/act/create/innovate in different modes.
- Transcendent : Sees situations realistically, chooses growth over fear.
- Evaluate : Discerning, discriminating, judgemental at times.
- Democratic : Value and respect for people.

The courage to take risks is very characteristic of the creative person. Start with a vision of who you are and want to be rather than what you want to do or have. Creativity is a matter of unlocking the ideas that are within each one of us. Open yourself up to new and more ideas wherever and however you can. Creativity is more than an act or a skill or a style of working. It's a way of being and of benefitting organisations.

(c) Listen and learn

If we want to foster involvement in the team concept of management, one has to listen constantly, share ideas and information, recognise achievement. But listening is not that simple — and it is a skill few people think of developing. Listening is getting meaning from situations involving the spoken word. Listening helps us to know the motivation of the people we can deal with. We learn by listening. Listening can be more tiring than talking as it demands intellectual, perhaps even emotional effort. It is draining and tiring because it demands total concentration.

Focus on listening. Words spoken to you come at the rate of 90 to 200 a minute. The difference between speech and the speed of thought explain why we are so easily distracted. Words have definitions but meaning comes from the people you are listening to. Feelings and emotions are part of that meaning. Maintaining eye contact and an appropriate nod or two also help to let the speaker know you are listening. In order to improve listening follow these tips :

Tips of Effective Listening

- | | |
|--|--|
| <ul style="list-style-type: none"> (a) Don't interrupt (c) Take brief notes (e) Withhold judgement (g) Read the feelings between the lines (i) Concentrate on substance, not style. | <ul style="list-style-type: none"> (b) Listen to the main ideas (d) Let others talk first (f) React to the message (h) Ask questions |
|--|--|

(d) Make the best decisions

Most of us wait for things to happen instead of making them happen. The first essential of the successful decision-maker is to make that decision. The act of making a decision is always more important than the substance of the decision itself.

Steps of Decision-Making

- | | |
|---|--|
| <ul style="list-style-type: none"> (a) List options (c) Observe feelings (e) Designate your choice (g) Commit to the decision | <ul style="list-style-type: none"> (b) Think about choices (d) Relate choices to priorities (f) Register the decision (h) Make your decision work. |
|---|--|

Decision-making is just one stage in a mental process. But decision-thinking is a well managed and imaginative process. It is a process that begins with identifying a problem and ends with taking a decision. The following are the check points which should be kept in mind before taking a decision.

Check Points

- (a) Have the right questions been formulated and asked in the complete way ?
- (b) Have all credible alternatives been considered ?
- (c) Have all possible consequences of each alternative been imagined and thought through ?
- (d) Have all foreseeable contingencies been provided for, as far as possible ?

Decision-thinking, however well it is practiced, does not guarantee infallibility. But if it is executed professionally, it can tip the odds, in favour of making a good decision.

(e) Avoid burnout

In this world of cut-throat competition every job has become stressful but perhaps it is this stress that makes jobs more interesting and motivates people to strive for professionalism. However, stress without an outlet, a buffer or support mechanism can lead to 'burnout'. What is unique about burnout as opposed to job stress arises from social interaction. So, when a young executive, who is otherwise pleasant, comes home and screams over trivial matters it indicates not only that his job is stressful but that he is burning out.

Ways of Preventing Burnout

1. *Vacations.* Make sure that after every six months of stressful work, one gets away for a holiday.
2. *Do not think that one is indispensable.* At an individual level one has got to be careful not to take on all the problems of the world.
3. *Time management.* Set a limit to how much one works. It is important to ensure that working hours do not stretch.
4. *Lifestyle.* Ensure ample time for family, friends and socialising.

The major symptom of "burnout" is a change in attitude — from positive, caring, considerate to uncaring, not bothered, negativism. Executives who suffer burnout exhibit an array of symptoms :

- (a) Physical depletion and a feeling of helplessness and disillusionment.
- (b) They develop a negative concept of themselves and a negative attitude towards their work.

Normally there are four stages of burnout :

1. **Idealistic enthusiasm.** This is the first stage. In this phase an individual develops unrealistically high enthusiasm and expectations in a job which are difficult to accomplish.

2. **Stagnation.** After an initial outburst of enthusiasm the individual stalls. There is a slow realization that the goals are too ambitious and the strategies need to be revamped.

3. **Frustration.** The realization that goals are far away leads to frustration. Depending on the social upbringing and psychological makeup of the individual, an attempt to give vent to the frustration would be made, sometimes successfully but more often through the application of defence mechanisms which increases the frustration.

4. **Apathy.** The long periods of frustration lead to detachment and often cynicism. This is not a linear process but often cyclical. The process can repeat itself.

To handle burnout there are two important mechanisms, viz., the Corporate Mechanism and the Social Support Mechanism.

Corporate Mechanisms

(a) **Team work.** Increasingly, people are realizing that effective corporate management lies in the participation of people in the affairs of the organisation. Studies have revealed that there is an inverse relationship between team work and the Burnout rate.

(b) **Staff developing policies.** Staff development policies should become mandatory. There should be opportunities for individuals to take sabbaticals. Sabbaticals would provide individuals with necessary breaks which increase efficiency and ultimately benefit the organisation.

Social Support Mechanisms

At the social support level it is important to encourage, the formation of groups/clubs of people with common interests at the work place and to increase opportunities of interaction and emotional support. Often these forums pose a challenge to the individual. Boredom and lack of challenge can be as much of a problem as overwork.

In other words the executives should take time off for themselves. Executives should set goals for both their work and their private lives. These goals should be such as to give purpose and meaning to life. Place your job in perspective and keep it there. Appraise the value of other facets of your life including your spouse, children, friends and hobbies.

(f) Get Organised

A disorganised approach to your work can leave you wondering at the end of each day as to what was accomplished — and knowing it wasn't much. You won't get anywhere until you gain control of your time and tasks. You have to get organised and learn to manage your time, paper work and even the telephone.

Time Management

The place to start with is time management. The following are some of the areas you should concentrate on to improve your management of time :

- (a) Draw up a plan each day of what you want to accomplish.
- (b) Develop daily, weekly, monthly and yearly lists of goals.
- (c) Do not passively accept a deadline you cannot meet.
- (d) Never handle a piece of paper more than twice. Once is much better. Aim for that.
- (e) Use technology — computers, calculators, phones.
- (f) Cut down on business reading. Learn to skim.
- (g) Do business during coffee breaks and lunches.
- (h) Delegate. Use your time and effort for those tasks that require special skills to handle.
- (i) Attend only the most important meetings.

Remember Priorities

Take a few minutes to analyse your workday. Do you find yourself, at the end of the day, unable to think of any true accomplishment ? If the answer is 'Yes' — you are creating tremendous stress and anxiety for yourself, because you are feeling vulnerable and out of control.

Daily 'to do' List

Make a daily 'To Do' list with items listed in order of importance. Check them off as you complete them. You will know at the end of each day, what you accomplished and what you wasted time doing.

Learn to Say 'No'

Interruption can be one of the biggest problems you face in managing time. Adopt a 'screen-door-policy' instead of an 'open-door-policy'. Help your staff to become independent by asking them, before they bring a problem, to suggest three possible solutions and identify the best solution.

Make Lists

Planning your work day requires you to make two basic lists, a comprehensive master list and a specific daily list.

Delegate

Refer all tasks that can be delegated to staff and cross them off, using your calendar or tickler file for follow-ups. Each afternoon, draw up the Daily List for the following day. A Daily List should not include more than ten tasks. Limiting the list to ten items prevents the paralysis that can arise when your work load seems unmanageable.

(g) How to get the most from others

We don't operate in a vacuum. In any organisation other people play a vital role in our life and we can't succeed unless we can manage our relationships in a way that moves us towards our goals. One of the keys to productive relationships is learning how to create situations that benefit interpersonal relations. To achieve this requires sensitivity to the needs and wants of others as well as skill in creating a team that's pulling in the same direction. The techniques of getting the most from other people are :

Motivation

Even the best people won't perform up to their capacity without a motivating environment. People don't change their behaviour unless it makes a difference to them to do so. We have to recognise that we can't change a person's mental state, but what we can change is the external behaviour and we can change that by manipulating the consequences. Creating a climate that motivates is an important part of a manager's job. People in such a climate radiate self respect. They always know what's going on in their organisation, what is expected of them and how they are doing. They never feel isolated because both their achievements and their problems are acknowledged continually.

Must for Motivation

To influence for the common good you need an understanding of motivational chemistry, to provide the right climate and opportunities for motivation and job satisfaction.

Must for Motivation

- (a) Feel a sense of personal achievement in the job, an individual is doing and must believe that he is making a worthwhile contribution to the objectives of the group or section.
- (b) Feel that the job itself is challenging, is demanding the best of the individual.
- (c) Have control over those aspects of the job which have been delegated to him.
- (d) Feel that he as an individual, is developing, that he is advancing in experience and ability.

(h) Leadership

It is not limited to the person at the top of the pyramid. It is a mix of traits and skills that you can develop at any time and that will help you move up the ladder. Leadership is the ability to inspire other people to work together as a team distributing your load, in order to attain a common objective. A leader has the power to shape and mould an organisation through group co-operation. This calls for many abilities. Some of them are :

Leader's Abilities

- (a) Recognise weaknesses and strengths in yourself and others.
- (b) Set goals and meet them.
- (c) Pass on credit to others for personal contributions.
- (d) Turn every situation into a learning experience.
- (e) Understand the use of power. Accept it in your position.
- (f) Discriminate between truth, wishful thinking, and hard facts.
- (g) Awaken those around you to have an understanding of the full potential.
- (h) Set an example as a leader, as people take in information more through the eyes than through the ear.

(i) Positive Attitude

Nowhere does success come before work except in a dictionary. Managerial success is not the prerogative or privilege of only a selected few executives but all those executives who have the grit and determination and practice a "Positive Attitude" can achieve success.

The managerial domain is full of extraordinary success stories as well as those of disappointing failures. A close scrutiny of these successes and failures reveals an interesting phenomenon. A person with no formal management education turns out to be a most successful manager while a bright management graduate with an impressive track record proves to be a fiasco. The difference between being successful and not so successful is the "Attitude" which an executive adopts to his 'Job', 'Organisation', 'Self' and towards 'Others'.

Attitude rather than skills is by far the most important factor for success. *Attitude is 'Self confidence'*. No one can succeed in any life endeavour without a healthy self image. Besides 'Skills' and 'Knowledge' if the attitude of the executive is negative he cannot be successful.

A study was conducted where a group of senior executives were asked to indicate the factors responsible for their "success". The various factors indicated were : qualifications, skills, confidence, initiative, effective interpersonal relations, good health, sincerity, hardwork, leadership qualities, assertiveness, positive attitude, self motivation and effective communication skills. If we analyse these factors we find that 85% of these factors or traits were attitudinal. Similarly, on an analysis of "WHY DO WE LOSE A CUSTOMER ?" it was found that it was because of the following factors :

Factors responsible for losing customers

- Customer moves to another place (3%)
- Customer having died (1%)
- Price of the product (9%)
- Product/service not suitable to customers' satisfaction (14%)
- Someone in the organisation did not treat the customer well (68%)
- Customer developed new contacts and relations (5%)

In other words, 90% of the time, we have full control of our 'customer' and we lose customers mainly when someone in the organisation does not treat the customer well.

What distinguishes successful men from the rest is not only their understanding of how others work, think and react, but also their knowledge of what motivates them to work to their full potential.

The managerial success of a person is basically attributed to his down-to-earth approach in responding to and handling business realities. In today's environment, a business enterprise is no doubt a complex affair. If the people who are entrusted with the responsibility or task of handling the business do not respond to and perform at the opportune moment, the enterprise will suffer in the long run. Certainly, both these activities of response and performance involve a lot of other functions, like planning, organising, staffing, decision-making and controlling. The secret of successful managers lies in their judicious use and application of these management functions, so that every relevant business opportunity is responded to.

The other trait of successful executives is their **'Indepth understanding of human resources'**. The life-line of any organisation is its "human-resource". It is only through and with them that an organisation can attain any semblance of success. This is easier said than done, as the behaviour of human beings is not only unpredictable but also difficult to gauge. However, these successful managers, have an immense ability to understand the needs of human resources and make them give their best to the organisation.

The third quality of a successful executive is to create a "TEAM" (T = Together, E = Everyone, A = Achieve, M = More). The importance of the concept of "TEAM" can be understood if we analyse the word "MANAGEMENT". Take the term "TEAM" out of this, we are left with the word "NAG MEN". In other words, there is no management without a

“TEAM”. It is said that we Indians are good individual performers, but poor team players in the organisational set up. Another important attribute which is responsible for managerial success is “High achievement motivation”. The successful executives are a band of people who are self-motivators and have a strong desire to achieve, the impossible.

ATTITUDE — A KEY TO SUCCESS

The single most important factor differentiating between a successful and not so successful executive is — a “positive attitude”.

What is Attitude ?

Success, recognition, happiness, growth and friendship is the outcome of a “positive attitude”. Attitude is associated with verbal opinion, ideology and an integrated philosophy of life, as well as a detailed direction of human behaviour. Attitude is a state of sensitivity. Attitude is a readiness to act, a mental posture, a guide of or conducting feelings. It relates to desires, fears, conviction, a state of readiness, a frame of reference that influences behaviour.

Certain differences in employee’s attitude is inevitable and that is responsible for the effectiveness of individuals within an organisation. An effective executive can always gauge the general reaction of his team members by interpreting chance remarks by the members of the work group. The other way to find an attitude change is the analysis of certain factors such as turnover, absenteeism, etc. The factors responsible for formation of attitude are family background, training/education, value systems of the individual and individual experience. The conflict, lack of performance, poor interpersonal relations, unhappiness/



TABLE 3.1. Dynamics of a Positive Attitude.

<i>Attitude Activator</i>	<i>Personality (Attitude in Action)</i>	<i>Results</i>
Anticipation	Enthusiastic	Success Recognition Happiness Growth Administration Friendship
Expectation	Courageous	
Hope	Optimistic	
Confidence	Cheerful	
Faith	Considerate	
Patience	Sincere	
Love	Warm	
Belief	Relaxed	

isolation are the result of a "negative attitude". The Dynamics of Attitude—Negative/Positive is given in Tables I & II.

Positive Attitude

Knowing the importance of a "positive attitude" let us understand what a "positive attitude" is.

Positive Attitude
<ul style="list-style-type: none"> • Life is 'NOW' • Time to do what you want to do is 'NOW' • Desire to Achieve • Clarity in Target/Goals • Commitment to Achieve • Capacity to get along with others • To persuade and emerge as a Leader

TABLE 3.2. Dynamics of a Negative Attitude.

<i>Negative Attitude Activator</i>	<i>Personality (Attitude in Action)</i>	<i>Results</i>
Fear	Inconsiderate	Worry
Doubt	Weak	Tension
Envy	Cold	Frustration
Anger	Rude	Failure
Self pity	Sour	Sickness
Suspicion		
Indecision	Irritable	Poverty
Criticism		Fatigue
Inferiority		Dissatisfaction
Feelings		

Building a Positive Attitude

It can be built when an individual is keen to help others in the best possible way. The right way to thank those who helped you when you needed the help. A positive attitude results in a better quality of life; makes life richer and better and above all makes us more socially acceptable. The following are the factors responsible for "Building a Positive Attitude".

Building a Positive Attitude
<ul style="list-style-type: none"> • Look for goodness in people • Build a positive self esteem • Avoid a negative influence • Work on continuous updating of knowledge

Need for Modifying Attitude

The cost of a poor attitude at the workplace is staggering. In a business there are many examples, such as missed messages, overlooked problems, indifference towards customers or fellow employees, to name a few. Some of

them are more subtle. They take the form of blocked creativity or the inability to solve even simple problems. These attitudes are closely held and guarded by what we call the personality.

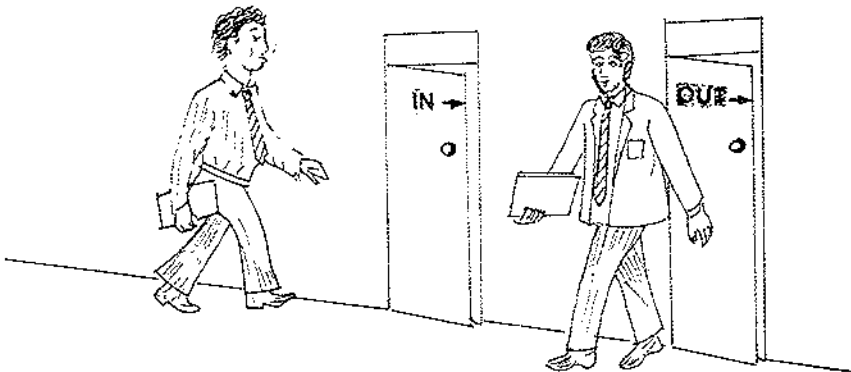
Words, thoughts and feelings also derive meaning from the way they are organised. Bread has a different meaning and different feeling tones when grouped with milk than when grouped with water. Attitudes usually are associated with likes and dislikes and consequently have an emotional content. Differences in personality make up and intelligence must account for the individual differences which occur when experiences or environments are comparable. The role of experience in attitude formation is our primary concern, since this factor is most readily altered.

The organisation also plays a very important role in changing the behaviour of an individual. Behaviour is the product of the individual situation of an individual. Perception, attitude and a defensive mechanism are the basis of behaviour.

The major function of an executive is to grow and to develop his subordinates and not to act as a doer alone. He must plan for adequate time as a planner as well as help others. A trainer must make an attempt to modify the attitude of an executive and give him an insight into himself rather than changing the attitude of an individual.

Role of training and development in Modifying Attitude

Attitudes are not changed by telling, advising or showing. It is man-centred rather than work-centred. It aims at the source rather than the result of performance.



To bring about a change in attitude, there is a need for 'Self Analysis' and 'Self Evaluation'. The self review will give an insight into one's attitude and personality (the attitude in action). The training and development activities will create the right grounds for the same.

CHAPTER 27

Stress

STRESS

Stress is our body's physical mental and chemical reaction to circumstances that frighten, excite, confuse, endanger or irritate. If controlled stress is a friend that strengthens us for the next encounter. Today life's challenges are far more complex than they used to be, while life itself is altogether a harsher, less natural process than it used to be. Living in an age of immense and increasingly rapid change, we are subjected to greater, more insistent and inescapable pressures to adapt, keep up, and compete in short to survive, than at any other time. Stress if not handled becomes an enemy which can cause diseases like high blood pressure, ulcers; asthma or overactive thyroid.

Impact of Stress

In America, the estimated annual cost to industry of combined absence from work, health charges, increased insurance, and diminished productivity, is thought to run close to Rs. 450 billion. In Britain, at least 40 million working days are lost each year due to the effects of stress, and it is estimated that stress-related illness costs the medical and social services an average of £13.8 billion per year, accounting for a loss of 2-3 per cent in the gross national product. But stress is not only a problem for people living in the fast track *those who suffer excessive monotony, boredom, or frustration because of insufficient stimulus or challenge also become ill frequently.* This can be thought of as lack of arousal or as a result of anger or anxiety they feel at having little control over how they live and work.

Challenge and Stress

It is difficult to find the perfect balance between too much and too little challenge. Coping is made all the more difficult because we are often unconscious of the stress we are suffering. We have become adept at sublimating the effects of stress through motives such as ambition, perfectionism, and dedication to work. *There is no single solution to the problem of stress. After all, what is stressful for one person is not necessarily stressful for everyone.* As the ultimate responsibility for our well-being rests

first and foremost with ourselves, in order to feel in control we must develop a healthy, stress-proof lifestyle. We cannot separate our physical health from the well-being of our minds, both are closely inter-dependent. In turn, equilibrium of both mind and body is determined largely by the way we communicate and relate to other individuals. It is desirable to encourage awareness of this mind-body balance, and to foster more understanding of the relationship between ourselves and our surroundings. At a time when high technology is revolutionizing every aspect of the way we work, it has become more essential than ever to humanize our working environment and our professional relationships and to adopt more flexible attitudes to the structure of employment and our styles of working.

Having the courage to examine and challenge long-held beliefs, one can possibly change attitudes toward oneself and one's work, and relationships. Thereby one may in turn alter one's relationship to stress. Recognizing that we have a right to make mistakes, to refuse excessive demands, to say "no", to express our needs and feelings openly, to make time for ourselves, and to cater for our wants as well as those of others.

Learn to give Break to One' self

Learning to give oneself a break, in every sense of the word, takes practice, especially when we are the ones who are driving the hardest. Stress is the state of arousal with which the body responds to such demands. We cannot live without stress, since we face these challenges all the time. Our response to challenge is prompt, speedy and efficient. Our personality, behaviour, and lifestyle all have important influences on our stress level. Much stress occurs through emotions such as aggression, impatience, anger, anxiety and fear. All these kindle the body's stress responses. Eating an unhealthy diet, smoking, excessive drinking, and taking drugs can also contribute further to physical strain. Stress may be generated through work, at home, as a result of internal emotional conflict, through environment, financial insecurity as well as through major life events from childbirth to bereavement including phases like marriage or divorce.

Stress is what we Perceive

Above all, stress is what we perceive it to be. Some people may thrive on a particular situation, while others may find it terrifying and highly stressful. *Too little stimulus can be stressful just as too much stimulus. But stress only becomes harmful when we cannot control our responses to it. Recognizing this fact is the vital first step to reducing the harmful effects of stress in our life.* The body's answer to challenge or danger consists of a complex chain, of bodily and biochemical changes involving the interaction of the brain, the nervous system, and a variety of different hormones.

Arousal Response

The heart and blood vessels play a major role in arousal responses and the arousal level can be gauged by measuring the heart rate which should be around 60-75 beats per minute. However, for an healthy individual the resting heart rate, maximum heart rate rapidly rising and leveling out at 190-120 beats per minute. The lower the heart's resting rate, the more efficiently it can cope with extra demands.

The Production of Stress

Recent research into the interaction between mind and body show that we may place our body on stress 'alert' quite unconsciously because of our psychological and emotional attitudes to stress. Anticipatory emotions like impatience, anxiety, anger and fear can produce the same nerve impulses and chemical reactions as being faced with a concrete challenge.

So, when faced with a stressful situation, we must either use up the energy created by the body to challenge the danger or learn how to 'turn off' the response using a conscious relaxation exercise or technique. As the heart rate, blood pressure, oxygen consumption and muscle tension drop to their normal levels, and new blood flows to the muscles, the inner organs, the skin, and the body is relaxed. The initial stage of arousal remains the same whether we are faced with a major or minor challenges. But under extreme, prolonged, or persistent pressure the body continuous to produces extra quantities of stress chemicals, triggering further processes to maintain energy. If arousal continue, the adrenal glands manufacture anti-inflammatory chemicals that simultaneously speed tissue repair while depressing the body's immune defence system. If all these changes continues, the body goes on trying to adapt under increasing strain and pressure. Eventually, the body breaks down resulting in exhaustion and a variety of illnesses.

Stress and Personality

Personality is the most important influence in the way we respond to all events and situations. The values, attitudes, and behaviour patterns that make up our uniqueness as individuals ultimately make us more or less vulnerable to stress. *The origin of much personal stress lies within our perception or our concept of self. Low self-esteem can lead to a number of stress-inducting problems : inability to adapt, willingness to place excessively high demands on ourselves, and lack of assertiveness.* It can also lead to poor self-expression, so that we harbour negative emotions such as anger, fear, aggression, and anxiety, rather than giving vent to them. Psychologists have identified two broad personalities—one is more prone to stress than the other. The 'Type A' is the notorious stress-prone personality whose typical behaviour and life-style constantly elicit physical arousal. Type 'A' people are impatient.

ambitious, competitive, aggressive, and hard working; they set high goals and demands of themselves and others; and they are particularly prone to stress-inducing anticipatory emotions such as anxiety. While the other personality is 'Type B's' which has a reverse profile. They are equable, calm, relaxed, not overtly ambitious, and less at risk from stress and disease. In general our personality is made up of one or other pattern of behaviour, or, in rare cases, a perfect balance of both. Virtually everything in life is potentially stressful to someone. Whether you allow a situation to affect you adversely depends largely on your appraisal and ability to control it. Unavoidable major life crises face us all some time or the other; divorce, separation, bereavement, examinations, financial struggles, and family conflicts. Stress is more likely to occur if we find ourselves caught against our will in a certain way of life, or if we cannot shape and amend our lifestyle to suit our needs.

Key Areas of Stress

There are certain areas of our lives where stress is likely to be a particular problem. These broad categories are changes in our lifestyle, challenges associated with performance (especially at work), emotions such as anxiety and fear, boredom, and the grief associated with bereavement or separation. It is worthwhile being aware of these areas, so that you can prepare yourself for crises centering on these problems. Following are some of the key points of stress.

Fear of the Unknown

Inflexible attitudes, adherence to strict values and routines, fear of the unknown, can create undue stress, when change challenges us to take risks and be adaptable. The better our health, the easier it will be to cope up with the challenges.

Performance

We often thrive on stress connected with the challenge of physical performance or a test of our skills. This is healthy provided we remain confident and use up the energy and tension generated by extra demands.

Anxiety and Fear

Negative anticipatory emotions may prolong or amplify the arousal caused by actual events.

Boredom

Lack of stimulus or interest at work, unemployment, or retirement may create depression, apathy, and stress. Doubts as to whether you are needed or valued can lead to a poor self-image and a sense of alienation.

Grief

Bereavement or loss of a partner through divorce or separation can have a deep, prolonged psychological effect. If grief and anguish remain unresolved, suppressed or unrecognized they can trigger mental or physical breakdown.

THE SOCIAL READJUSTMENT SCALE

Health and survival are based on the body's ability to maintain a balance of all the physical and mental processes. This state of equilibrium is called homeostasis. Bodily arousal is an integral part of the body's general adaptation system through which it adjusts to change and tries to restore homeostasis. Too much change in our lives can overtax our adaptive resources causing illness. Personality is a decisive factor in how we react to environmental pressures—whether we are turned on or brought down by them.

Causes of Stress

Loneliness and isolation are often responsible both for domestic stress and mental illness. Dirt, chemical pollution from petrol exhaust, and cigarette smoke can be equally stressful. By far the most pervasive stress factor is noise. Whether the mind blocks it or not, the body reacts to noise by arousing the sympathetic nervous system, bringing the stress response into play. The chemicals in many of our foods, drinks, and drugs contribute to stress. *Caffeine and other stimulants in coffee, tea and cold drinks boost the output of stress hormones. The initial effect is to make us more alert : but it is not long before these substances cause feelings of irritability, while they can also cause sleeplessness.* Nicotine in cigarettes directly stimulates the adrenal glands causing a full stress response. Alcohol in moderation helps the body and mind to relax, but taken in excess it acts as a depressant, damaging the liver, and impairing brain and sensory function. *Many drugs and foods can exacerbate stress if taken to excess.* Moderation is the best rule if you are in doubt about your diet.

Coping with Stress

Before we can cope with stress effectively, we must become aware our own stress responses. The effects of stress are inside and we to notice them. Both the mind and body have a tremendous capacity for adaptation. The more readily we appear to adapt to the pressures around us, the greater the temptation to drive ourselves harder beyond our capabilities. Stress distorts our perception, so that we do not notice what is happening. If we allow the process to continue the result can be fatigue, exhaustion, and eventual, collapse. The more stressed we are, the less chance we have of realizing it. So it is vital to make ourselves aware of our stress responses. We run the risk of health

damage through personality response to stress. 'Type A' personality rarely pauses long enough to ponder the effects stress is having on them. In fact, they thrive on stress, probably because their bodies manufacture greater quantities than normal of stress hormone associated with feelings of confidence. Perfectionists by nature, are driven by fear of falling short of their own expectations. They also tend to place the needs of others before their own and can find it hard to express their deepest feelings. Many people combine types. They may accept stress-related symptoms as a normal and inevitable part of life, until their health is affected. The principal way we can guard against becoming ill through too much stress is to recognize the early signals and know how far we can push ourselves without incurring the more serious symptoms.

Signals of Stress

The human body is equipped to deal with stress, but only up to a certain level. If your adaptive resources become overworked and exhausted your body ceases to function smoothly. Different organs can become stress targets. Symptoms may arise individually in various combinations. Chronic stomach upsets, headaches, skin rashes, back-pain, irregular breathing patterns, and sleeplessness, are common early indications that we are pushing ourselves too hard. Psychological symptoms tend to creep up on us more slowly and may be less easy to identify, behaviour is a prime indicator of tension. It is those who are close to us who may be the first to read these behavioural signals, viz., erratic, uncharacteristic behaviour and mood swings. It is desirable to take all these signals seriously—ignoring them can make them get worse. The human body registers stress in a number of places, especially on the head and feet. Habitually touching the hair, ears, or nose, grinding of the teeth, and biting the lips are common signals, as are foot tapping and turning.

Mood Signals

Stress affects our mood in a variety of ways. Some mood changes take place on the surface, while others are deeper and more pervasive. Irritability and impatience are hyperactive states, relatively superficial manifestations of underlying anxiety and aggression. Restlessness and frustration if persistent, can be more serious, developing into full-blown hostility or anger. Apathy and boredom are 'flat' feelings, often associated with low stimulus.

Behavioural Signals

Any behaviour which indicates that you are not acting your usual self may be a sign of adverse reaction to stress. Nodding off during meetings or social gatherings, trying to do without sleep, losing your sense of humour, moving in a tense jerky way, and reacting nervously or irritably to everyday sounds are other signs. Outbursts and overreactions can occur when we lose our perspective on problems that we would normally face.

Consistently acting and feeling out-of-character is a serious warning that we are losing our ability to cope with tension. Inability to feel or express any emotions or a sense of being indicates loss of contact with our surroundings and ourselves. Feelings leading to stress are :

1. lack of definition of responsibility on the job,
2. constant deal lines set by management with no consultation with the others,
3. no advancement on the job, and
4. multiple and conflicting role expectation.

Perspectives on Mental Illness

'Mental illness' is a comparatively new concept, although the sorts of behaviour to which it is commonly applied are as old as mankind. Today it is an accepted way of describing the behaviour of some of our fellow members of society. Most of us have some idea of what it means to say that someone is 'mentally ill'. We may even know people who are 'mentally ill'. The concept, then, is not unfamiliar to us. Yet, when we begin to look further into the nature of 'mental illness', we discover that there are several ways of understanding and explaining it.

One common feature we do find is that the concepts of 'mental illness' and 'the mentally ill person' are usually applied to people who exhibit behaviour which the rest of us consider abnormal. Hearing voices, talking to oneself, having deep depressions, being unable to carry on normal conversations — these are some of the 'symptoms' we see as signs of mental illness. The explanations of these behaviours are, however, numerous and various. We consider only a few examples to illustrate how it is possible for a common phenomenon to be understood and explained in several different ways. The usual explanations offered for the condition referred to possession by evil spirits. It was generally assumed that the unfortunate madmen behaved the way they did because evil spirits had control of their bodies. It was understood that supernatural powers inflicted the condition primarily as a punishment for sin. Madness was seen as a curse of God. For example, we read in the Bible that when Saul, the King of Israel, rebelled against God's command, 'the spirit of the Lord departed from Saul and an evil spirit of the Lord tormented him'.

We also know that Hippocrates, in Ancient Greece, explained the sorts of behaviour we are referring to by reference to his 'Humoral Theory'. He suggested that in the human body there were four humours of fluids which controlled our temperament, our emotions and moods. He considered that our behaviour was influenced by our moods and so in turn was controlled to a large extent by our bodily fluids. The fluids were known as *blood, phlegm, yellow and black bile*, and in the normal healthy body these fluids were

present in particular proportions. But it was possible for excesses to develop, resulting in abnormal, unexpected behaviour. For example, an excess of black bile was considered to cause excessive melancholy, or what today we might call a state of depression.

We have in these examples ways of understanding, ways of seeing and explaining particular forms of behaviour, which would not be acceptable today to the vast majority of us, but which were considered perfectly adequate in time.

However, this is not to say the ways in which these conditions are seen and understood is merely a question of history. Rather, we are saying the variety of explanations can be viewed as a result of different basic assumptions about the nature of the world and life within it. Today, just as in the past, the description and explanation of abnormal or odd behaviour can take a variety of forms. Despite scientific advances, a large number of people still behave that abnormal persons are under the influence of spirits.

In modern Western culture scientific explanations, that is, explanations which are fundamentally testable in some way against empirical observations, are usually more acceptable to the majority of people. There are, however, a number of explanations both within and between such scientific approaches to understanding biology, psychology and sociology.

Generally speaking, biological approaches rest on the assumption that human behaviour can be explained to a large extent by reference to the genetic composition and chemical processes of the human body. Assumptions of this sort have led to a variety of investigations and subsequent explanations of mental illness in terms of heredity and physical defects.

Psychological theories of mental illness have been more common. Mental illness has been readily recognized as a problem of the mind and broad comparisons have been assumed between diseased bodies and diseased minds. Psychology, as the human science which focusses its study on the human mind and its mental processes, has naturally produced a variety of explanations of mental abnormality. Within psychology, similar to most other disciplines, there are a variety of perspectives, each with its own bedrock assumptions about the psychological nature of the human being. Thus, we find a variety of ways of seeing and understanding mental illness psychologically; but, it is probable that the Freudian approach is the most wellknown and it provides us with an interesting example of a non-sociological, human-scientific perspective.

Sociologists View on Mental Illness

The Freudian perspective on mental illness is founded on the assumption that the normal, stable personality develops through a number of stages in which the innate pleasure drive or libido is directed on to different objects.

The normal personality passes through an oral phase, an anal phase and a genital phase. During this last phase an individual's sexual drives, which were previously directed to the parent of the opposite sex, are transferred to an appropriate other person. For a variety of reasons, mainly related to with inadequate familiar relationships and early childhood experiences, a person may regress to an earlier stage of development or become fixed in a particular stage. Such fixations can result in abnormal behaviour. For Freudians, mental illness is seen largely as a pathological (that is, sick) condition of the personality brought about by experiences in early childhood which have hindered the normal development of the individual.

For sociologists, mental illness has been an area of investigation for several decades. Ever since Emile Durkheim demonstrated at the turn of the century how such an apparently individually motivated act as suicide can be explained by *social* causes. Later sociologists have not hesitated to investigate and explain other aspects of behaviour which superficially have not appeared relevant to sociological consideration. Mental illness is one such typical area.

Following Durkheim's particular sociological tradition, some sociologists have sought the causes of mental illness in the structure of society. They, like Durkheim, have assumed that what an individual does is very much a question of what his social environment and his society structures him into doing. On the basis of this broad assumption, mental illness has been viewed as a condition or attribute of the person like a disease or disability, produced by the person's societal environment. Consequently, these sociologists have looked at the structure of various societies and particular parts of societies in order to discover what associations may exist between particular aspects of the social structure and mental illness.

An investigation typical of this approach is the study by A.B. Hollingshead and F.C. Redlichon, *Social Class and Mental Illness* (Wiley, 1958). In this study the authors seek to demonstrate that in the urban community of New Haven in the United States of America the incidence and type of mental illnesses vary according to one's position in the class structure. For example, they show that while social population only 1 per cent of all known psychiatric cases in the area come from it. Conversely, they show that social class V (low status) includes 17.8 per cent of the community's population, but contributes as many as 36.8 per cent of the psychiatric patients. They also found that neuroses are concentrated at the higher levels and psychoses at the lower levels of the class structure.

What is important is that we recognize that this sort of sociological knowledge, this sort of generalization, is the product of a particular approach, a particular perspective. It is only arrived at because the investigators started out with certain assumptions about the nature of mental illness and what causes it. This sort of explanation is an example of the use of the 'structuralist

perspective' in sociology. In this particular case, social class is assumed to be a feature of the structure of society. Members of the same social class are assumed to have similar roles in the economic order of society, similar attitudes and educational backgrounds, and similar life-styles.

Sociological Analysis of Mental Illness

Thus, we can see that the kinds of sociological analyses and explanations of mental illness produced by sociologists using meaning and action perspectives differ considerably from those produced by the sociologists using structuralist perspectives. The events and behaviour in the world that both observe may be 'the same', but because they start from different bedrock assumptions about the nature of the social world and make use of different conceptual frameworks, they produce different sociological analyses.

The question which shapes their research strategies and the actual methods of investigation they use tend to differ because they start from different views of the nature of the social world. Sociologists making structuralist assumptions such as Hollingshead and Redlich, or Dunham and Faris, tend to use questionnaires and survey methods, quantifying their data into statistical tables to produce analyses involving a heavy reliance on mathematics. Interactionists, however, are more likely to use methods of direct observation. They try to see the world from the same points of view as the mental patients, doctors and officials. Their research approach often involves living with their subjects over a prolonged period of time and sharing their day-to-day experiences. Neither the structuralist nor the meaning and action, way of seeing, investigating and explaining mental illness is necessarily more accurate than the other. They simply represent different ways of seeing the world sociologically.