

CONTENTS

Part 1: STRESS — THE GREAT DESTROYER

- | | |
|--|----|
| 1. Why Stress Causes Illness and Costs you Money | 17 |
| 2. How Stress Does the Damage | 27 |
| 3. How our Minds are Killing our Bodies | 31 |

Part 2: PEOPLE UNDER PRESSURE

- | | |
|--|----|
| 4. The Signs and Symptoms of Stress | 45 |
| 5. People under Pressure — Vulnerable Situations | 54 |
| 6. Stress-producing Circumstances | 60 |

Part 3: MANAGING PEOPLE FOR HEALTHY PROFITS

67

Give people as much responsibility as they can safely handle; Remember to say thank you; Know when to push and when to stop; Smile and the world will smile with you; Take the terror out of computerisation; Don't underestimate the peril of boredom; Teach people to accept change; Avoid too much administration; Teach employees to recognise their own stress signs; Never give authority without responsibility and never give responsibility without authority; Treat people as people — not tools; Teach people to say no; Make sure that people have proper control over the machinery they use: Help employees

CONTENTS

prepare for retirement; Democracy rules OK!; Encourage forgiveness and discourage grudges; Encourage independence; Teach employees to ask for help; Encourage employees to make suggestions; Make sure your company shows that it cares; Encourage sensible exercise habits; Personalise the environment; Make sure employees know how to relax; Always keep communication lines open; Put purpose into people's lives; Control competitiveness; Show people that you are interested in them; Banish ambiguity; Avoid conflicting rules and regulations; Criticise — but with care and thought; Use encouragement to strengthen the weak; It's the little things that count; Remember the loser; Learn to anticipate problems; Make the most of people's skills; Remember that colonialism doesn't work; Allow employees to show their anger; Ensure your employees take their holidays; Remember that 'failure' isn't always a dirty word; Don't fuss; Master the art of the reprimand; Good planning can help to defuse deadlines.