CONTENTS

| THE NEED TO KNOW ABOUT STRESS |
|---|
| The stress process 3 |
| Sources of management stress 4 |
| Reasons to worry about stress 7 |
| Reasons for optimism 9 |
| Principles for coping strategies 15 |
| THE POPULATION AT RISK 17 |
| Characteristics of managerial work 18 |
| The manager's working roles 19 |
| Cultural differences in managerial roles 21 |
| Managerial goals 26 |
| The work setting 27 |
| MANAGERIAL STRESSORS 33 |
| Relevant data 35 |
| Pressures on executives—good or bad? 37 |
| The top executive as a role model 41 |
| |

Ordinary pressure 43
Extraordinary pressure 46

4 CONTROLLED FROM ABOVE 53

Manager in control 55
Pressure flows downward 57

5 THE STRIVING-SATISFACTION BALANCE 63

The burnout syndrome 66
Attitudes toward striving 68
Management attitudes toward striving 70
Work underload 81

6 EXECUTIVE COPING STYLE 85

Messages from above 86
Conventional coping style 88
The coping process 91
A constructive view of distress 94
Dilemmas facing top management 95

7 PRESSURES FROM WITHIN 101

Management stress surveys 101
The young executive 104
The superior—subordinate relationship 107
To praise or not to praise 108
Guilt and awe 109
Frustration flows downward 112
Organizational burnout 114
Conclusion 116

xiii

8 ORGANIZATIONAL DYNAMICS 119

Changing career goals 119
Pyramidal structure and defeat 122
Management of disappointment 126
Middle managers in the middle 129
The general manager 134
Problems of late career 139

9 THE EVOLVING ORGANIZATION 145

Management by objectives 146
The dial system 149
A competitive environment 154
Management of organizational change 157

10 EXTERNAL SOURCES OF STRESS 161

Changing business life 162 New social values 164 Manager's personal life 167 Stressful life events 176

11 COPING WITH STRESS: ORGANIZATIONAL STRATEGIES 183

Programs to maintain health 183 Resistance to change 186 Intervention points 188

12 SOCIAL SUPPORT SYSTEMS 199

Definitions 200
Research findings 202
Social support and the manager 206

xiv Contents

13 PERSONAL COPING STRATEGIES 215

Career-related personal crises 216 Anatomy of a crisis 222 Coping with crisis 228

14 COUNSELING FOR STRESS 231

Obstacles to counseling programs 233
The cost of relieving distress 235
Suggestions for counseling 237
A personal stress counseling program 240
Looking ahead 242

Appendix 245 Index 253