Responding to Personal and Work-Related Stress

1. Understand the major personal and work-related causes of stress.

2. Recognize the warning signs of too much stress.

3. Learn how to identify and implement effective stress management strategies.

4. Identify stress-related psychological disorders and therapy options.

“I still say we’re stretched dangerously thin.”

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More than one-third of the work force consists of parents with children, the majority of whom are school age. Most of these parents have work schedules that do not allow them to be home when their children return from school at the end of the day, which leaves these children unsupervised an estimated 20–25 hours a week. These working parents often worry about their children during the afterschool hours, and this worry can have a profound effect on the parents’ well-being and performance on the job. Research indicates that parents who have concerns about their children’s afterschool arrangements report that they are more frequently interrupted, distracted, and drained of energy at work by non-work issues; make significantly more errors; turn down more requests to work extra hours; miss more meetings and deadlines at work because of nonwork issues; and rate their productivity and the quality of their work significantly lower than do those employ-
ees free of this stress. Stress of this nature can result in up to five days of missed work per year per employee. It is estimated that workers' stress causes employers to lose approximately $200 billion annually in absenteeism, sub par performance, tardiness, and workers' compensation claims related to stress. Employees and employers alike are asking the same question: Whose problem is it? Should employers implement programs that help reduce employees' stress, or should employees take responsibility for creating a reduced-stress lifestyle?

Most organizations are searching for ways to wring more productivity from a smaller number of employees. Job cuts are an ongoing strategy to improve profits and stay competitive. This downsizing often results in a work force that is unsettled and insecure. Tensions build as people work longer hours and then try to cram their family time and social activities into their dwindling leisure time. You may or may not work for an organization that recognizes the negative effects of stress and offers stress-reduction strategies to its employees. Since this variable exists, consider taking personal responsibility for controlling your stress. This chapter will help you examine the most common sources of stress and discover effective ways to respond to personal and work-life stressors.

**The Stress Factor in Your Life**

1. **Understand the major personal and work-related causes of stress.**

**Stress** is the behavioral adjustment to change that affects you physically and psychologically. It is the process by which you mobilize energy for coping with change and challenges. Stress can come from your environment, your body, or your mind. Environmental stress at work may be caused by noise, safety concerns, windowless settings, long hours, or unrealistic deadlines. Some bodily stress can be attributed to poorly designed workstations that produce eye strain, shoulder tension, or lower-back discomfort. But the stress that comes from our minds is the most common type of stress.

There can be positive aspects of mental stress. Stress can be a powerful stimulus for growth if it motivates you to do your best work. It can build within you...
the energy and desire needed to perform effectively. It can also promote greater awareness and help you focus on getting tasks completed quickly and efficiently. However, a great deal of the mental stress we encounter every day is caused by our negative thinking and faulty reasoning. For example, someone with large house payments and a great deal of personal debt may begin to worry excessively about the possibility of a layoff; the individual who lacks self-confidence may fear each technology change that is introduced at work; workers in organizations being merged may mentally anguish over who will be laid off next.

Responding to Stress

Stress consists of three elements: the event or thought (stressor) that triggers stress; your perception of it; and your response to it. In his book *Stress for Success*, James Loehr suggests that as you are exposed to new stressors, you should try to respond in ways that help you establish mental, physical, and emotional balance. Unfortunately, most of us do not take the time to train our minds and bodies so that we build our capacity to handle the stress in our lives.

Our natural response to stress is as old as life itself—adapted by almost all species as a means of coping with threats to survival. When faced with an unexpected or possibly threatening situation, human beings—like animals—instinctively react with the **fight or flight syndrome**: Adrenaline pours into the bloodstream, heart rate and blood pressure increase, breathing accelerates, and muscles tighten. The body is poised to fight or run. Ironically, the same instincts that helped our ancestors survive are the ones causing us physical and mental health problems today.

The human response to stress is not easily explained. Repeated or prolonged stress can trigger complex physiological reactions that may involve several hundred chemical changes in the brain and body. Everyone reacts differently to stress, so there is no single best way to manage it. You must train yourself to respond effectively to the stressors in your personal and professional life so that you will not only survive, but thrive. The first step is to understand what might cause you to become stressed.

**Major Causes of Stress**

2. Recognize the warning signs of too much stress.

A study by the National Institute for Occupational Safety and Health found that half the working people in the United States view job stress as a major problem in their lives. Some say the pace at work is so dizzying that it takes them hours to finally relax after the workday ends. Most of us can benefit from learning how to pinpoint the sources of stress in our life. If we can anticipate the stressors, we may be able to respond to them in a more effective manner.
Change

Changes in the workplace come in many forms, including the need to do a job faster, to master advanced technology, or to take on a new work assignment. Consider employees who have been accustomed to working alone and now must work with a team, or employees who have held jobs that required little contact with the public and now must spend a great deal of time with clients, patients, or customers. When companies restructure in an attempt to meet demands of the marketplace, they often do not take into consideration the life demands of the employees. Many companies offer flexible work schedules, but many others do little or nothing to help employees balance jobs with personal and family life.

As we look to the future, there are two realities to keep in mind. First, management personnel above you are trying to cope with their own high-pressure responsibilities, so you are not likely to get much emotional handholding from them. Second, the pace of change is not likely to slow down. The authors of *The Stress of Organizational Change* say the secret to coping with high-velocity change is surrender: “Surrendering to change does the most to eliminate the stress. It creates the opportunity for breakthrough rather than breakdown.” They note that much of the pressure we are feeling these days is self-induced stress. Resisting change, or hanging on to old habits and beliefs, requires the investment of a great deal of emotional energy. Surrendering to change demands a higher level of adaptability to our ever-changing workplace.

Technostress

The rapid introduction of new technologies requires workers to quickly learn new techniques to keep up with the demands of employers, customers, suppliers, and communication in general. Today’s plugged-in worker is trying to answer an important question: When is technology a help, and when does it become an intrusion on peace of mind and personal life?

There is no doubt that information technology, in its many forms, is now one of the great stressors in our lives. Craig Brod, a consultant specializing in stress reduction, was one of the first people to use the term *technostress* to describe this source of stress. *Technostress* is the inability to cope with computer and related technologies in a healthy manner. It may take several forms.

Tether Anxiety

The authors of *Dot.Calm—The Search for Sanity in a Wired World* say the never-ending sea of information and our desire to access it result in a wireless tether. Our work is always with us through technology, and it is constantly demanding our immediate attention and response. Many companies provide their employees with laptop computers, personal digital assistants (PDAs) cell phones, pagers, and other types of wireless technology. These employees are often too accessible and are unable to create a balanced, sane personal life.

Monitoring Anxiety

In order to assess employees’ productivity, companies are developing new ways to monitor their work. Managers, in some cases, can track performance division by division, employee by employee, with startling precision. Software can track every keystroke and mouseclick. Video surveillance cameras, generally established
for security purposes, monitor the worker’s every movement. Even workers who travel outside the office may be tracked through global positioning satellite technology.

**Internet Addiction**
Many Internet users become addicted to computer use in the same way that some people become addicted to gambling or alcohol. Research suggests that as many as 6 to 10 percent of the 189 million U.S. Internet users have a dependency on the Internet. Problems associated with Internet addiction include the adoption of a machinelike mind-set that reflects the characteristics of the computer itself; withdrawal from relationships with coworkers, family members, and friends; depression and irritability when not at the computer; and health issues due to a bad diet and the lack of sleep and exercise.13

**Information Overload**
It is easy to experience sensory overload as you sort through the hundreds of messages that come to you daily by means of the Internet, e-mail, pagers, commercial advertising, and many other sources. *Data smog*, the term that David Shenk uses to describe the information-dense society we live in, is a problem because it crowds out quiet moments, obstructs much needed contemplation, and often leaves us feeling confused.14 In an age where information is viewed as a valuable commodity, we have too much of it!
The Computer Workstation
Many employees spend the majority of their time at work sitting at a computer workstation, which may or may not be properly designed for long-term comfort. To keep up with the increasing demands at the office, many continue their work in front of their home computers. Telecommuters and home-based business workers often spend countless hours at their workstations, too, but they often resist spending their personal income to buy professionally designed office furniture and equipment. They may sit in a cast-off chair with little support, in front of an antique desk, and stare at a poorly positioned monitor. Or perhaps they are hunched over a laptop on the couch or at the kitchen table. Poorly designed computer workstations at the office and in the home can produce major stress when they cause car-

FIGURE 9.1
Suggestions for Alleviating Some of the Effects of Workstation-Related Technostress
Source: Gannett News Service. Used with permission.
pal tunnel syndrome (a repetitive stress wrist injury), back pain, spine and neck problems, aching shoulders, sore elbows, and eyestrain. Experts in ergonomics—techniques for adapting the work environment to the human body—say that anyone spending hours in front of a computer should get the right equipment and use it properly. Figure 9.1 presents some pointers that might help alleviate some of the effects of workstation-related stress.

**Noise Pollution**

Noise is unwanted sound such as the roar of traffic, your neighbor’s loud music, or the loud voice of the person who occupies the cubicle nearby. It can increase your stress level without your conscious awareness. It is the uncontrollability of noise, rather than its intensity, that often is the greatest irritant. The noise you can’t shut off is likely to have a negative effect on your emotional well being. Persistent exposure to noise can cause headaches, sleep disturbances, anxiety, and depression. Research indicates that noise affects people more than any other work area pollutant. See Figure 9.2.

### Skill Development Challenge

Troubleshoot your computer workstation at home or at work. Evaluate the lighting, noise infiltration, air quality, seating, monitor and keyboard placement, and work surface. Identify ways you could improve it and how those improvements might reduce your stress level.
Long Hours/Irregular Schedules

Do employees in America work longer hours today than in the past? Are more people addicted to work? Do more workers feel frazzled today? Finding answers to these questions is not easy because researchers often reach different conclusions. Some of the most important conclusions that do appear to have sufficient support follow.

- Workers in America spend more hours on the job over the course of a year than employees in any other developed nation do, and many do not take full advantage of the vacation time allotted them by their employers. A recent study indicated that they are likely to give back 421 million employer-paid vacation days a year, compared to the majority of French and Japanese workers who take three- to four-week vacations each year, and German workers who take twelve weeks. According to the Travel Industry Association, American workers’ average length of vacation time spent away from home is only four days a year.17

- In recent years, a growing number of workers call workloads excessive and say that they are bothered by increased pressure on the job. Many of the companies that have slashed their payroll now spread the same amount of work over fewer people. Years of multitasking and workaholism have left workers across the American economic and geographic spectrum feeling exhausted.18

- The New Economy, sometimes referred to as the 24/7 economy, is a nonstop “We never close” economy. Companies increasingly need employees who can work flexible schedules. Evening shifts, rotating shifts, 12-hour workdays, and weekend work often add stress to workers’ lives.

Incompetent Leaders

Organizations often promote individuals into supervisory positions when they exhibit extraordinary talents in a specific technical field. The most talented electrician becomes maintenance supervisor. The most efficient surgical nurse is promoted to nursing supervisor. The top salesperson is made sales manager. But technical superstars may be poor supervisors. And studies indicate that incompetent supervisors are a major source of stress in the workplace. They tend to ignore employee ideas and concerns, withhold information from employees, and fail to clarify roles and responsibilities. Incompetent leaders may set unrealistic deadlines and then blame employees for not meeting them.
Work and Family Transitions

In our fast-moving world, most of us have learned that certain transitions are inevitable. A transition can be defined as the experience of being forced to give up something and face a change. Author Edith Weiner states, “People are now in a constant state of transitioning. It is difficult for anyone to say with any degree of certainty where he or she will be maritally, professionally, financially or geographically five years from now.”20

When a single person marries or a married couple divorces, the transition can be extremely stressful and can affect job performance. A new baby and the challenge of child care can cause stress in working mothers and fathers. As double-income parents attempt to meet the needs of the family, they often feel guilty about the time spent away from their children.

Warning Signals of Too Much Stress

In today’s stress-filled world, it makes sense to become familiar with the signals that indicate you are experiencing too much stress in your life. Table 9.1 offers information regarding physical, emotional, and relational symptoms that may need your attention. When these symptoms persist, you are at risk for serious health problems because stress can exhaust your immune system, making you more vulnerable to colds, flu, fatigue, and infections. Recent research demonstrates that 90 percent of illnesses are stress related.21

Stress Management Strategies

Ideally, we should do everything in our power to eliminate those elements that cause us stress—change, technostress, noise pollution, long hours/irregular schedules, incompetent leaders, and work/family transitions—but this is not generally a realistic option. We can try to reduce them, but eliminating them is often not possible. We can, however, learn ways to manage our reactions to the stressors in our daily lives and minimize their negative impact.

There is no one-size-fits-all way to reduce stress. Some believe that quick fixes such as smoking, alcohol, or food binges will reduce their stress, but these strategies have no staying power and will cease working over time.22 You have to become aware of what calms you best. Do not wait until you are feeling stressed before you

Critical Thinking Challenge

How would having your stress under control help your interpersonal relationships at work? At home?
### TABLE 9.1
Symptoms of Stress

Physical symptoms may result from or be exacerbated by stress.
- Sleep disturbances
- Back, shoulder, or neck pain
- Tension or migraine headaches
- Upset or acid stomach, cramps, heartburn, gas, irritable bowel syndrome
- Constipation, diarrhea
- Weight gain or loss, eating disorders
- Hair loss
- Muscle tension
- Fatigue
- High blood pressure
- Irregular heartbeat, palpitations
- Asthma or shortness of breath
- Chest pain
- Sweaty palms or hands
- Cold hands or feet
- Skin problems (hives, eczema, psoriasis, itching)
- Periodontal disease, jaw pain
- Reproductive problems
- Immune system suppression: more colds, flu, and infections
- Growth inhibition

Emotional symptoms can affect your performance at work, your physical health, or your relationships with others.
- Nervousness, anxiety
- Depression, moodiness
- “Butterflies”
- Irritability, frustration
- Memory problems
- Lack of concentration
- Trouble thinking clearly
- Feeling out of control
- Substance abuse
- Phobias
- Overreactions

Relational symptoms are antisocial behaviors displayed in stressful situations and can cause the rapid deterioration of relationships with family, friends, coworkers, or even strangers.
- Increased arguments
- Isolation from social activities
- Road rage
- Domestic or workplace violence
- Conflict with coworkers or employers
- Frequent job changes
- Overreactions

employ stress management techniques; make them part of your daily routine. Space does not permit an in-depth presentation of all stress management strategies, but we will describe those that are widely used today.

Everyone should make the effort to put stressful situations into proper perspective and deal with them accordingly. Once you become aware of what creates a stressful response in you (stress is very individualized), begin looking for stress management strategies that will help you cope with the stressful situations. Space does not permit an in-depth presentation of all stress management strategies, but we will describe those that are widely used today. You will be pleased to discover that many of these strategies require only a small investment of your time.

Sleep

Perhaps one of the most effective strategies for managing the negative aspects of stress is getting enough quality sleep. Growth hormones and repair enzymes are released and various chemical restoration processes occur during sleep. (This explains why children need considerably more sleep than adults.) In order to train your body so that you can deepen your capacity to handle stress, follow these guidelines to improve your sleep recovery periods:

- Develop a sleep ritual: Go to bed and get up at the same time as often as possible.
- Mentally wind down before going to bed. Avoid stressful activities.
- Avoid central nervous system stimulants such as caffeine, chocolate, alcohol, or nicotine near bedtime.
- Keep your bedroom cool, well ventilated, and dark.\(^{23}\)

Many workers get less than the recommended amount of sleep (7 to 8 hours) at night and therefore experience daytime drowsiness. This problem is so widespread that many employers encourage employees to take a short nap. Most employees are more productive and less apt to make fatigue-induced errors after waking from a short nap.\(^{24}\)

Exercise

Study after study has proven that exercise, for most people, is the number one treatment for stress and tension. Exercise designed to reduce stress is not necessarily strenuous and may include aerobics exercise such as walking, swimming, low-impact aerobics, tennis, or jogging. Even gentle exercise such as yoga or tai chi will help you manage your daily stress load.

Unfortunately, about 70 percent of Americans do not exercise regularly, and nearly 40 percent are not active at all. A study published in the *New England Journal of Medicine* indicates that by age 18 or 19, a majority of American females engage in virtually no regular exercise outside of their schools’ physical education classes.\(^{25}\) Too many people, men and women, fail to take advantage of the physical and mental benefits of exercise. These benefits include lower cholesterol, weight loss, increased mental alertness, and a stronger heart. Before you begin a strenuous physical exercise program, check with your doctor to be sure it is appropriate for you.
Deep Breathing

When you participate in deep breathing exercises you are forced to focus on the present moment rather than those things that are causing you stress. In his book *Breathe Smart: The Secret to Happiness, Health, and Long Life*, Aaron Hoopes describes three techniques that can effectively calm your body.26

**Complete Cycle Breathing**

Start and end your day with three rounds of a complete cycle of breathing: Inhale, then pause while gently holding the breath in; exhale, then pause while holding the breath out. When you pause with your breath in, it creates a moment of stillness in which the whole body is focused on processing oxygen. When you suspend breathing out for a moment, it allows the body to use all the oxygen remaining in your lungs. Normally, we take fourteen to nineteen breaths a minute while at rest. The goal of deep breathing programs is to lower that rate to under ten.27

**Abdominal Breathing**

Press your abdominal muscles out and down as you inhale, which creates a vacuum that pulls the lungs down, allowing them to expand beyond the typical shallow breath that uses only the top third of the lungs. As you exhale, pull the abdominal muscles up and in so that the lungs empty from the bottom up, which clears the stale air out of your body and brings in fresh oxygen.

**Reverse Abdominal Breathing**

As you inhale, pull your abdominal muscles in and up to fill the upper chest, like blowing up a balloon. As you exhale, push your abs down and out. Normal abdominal breathing is relaxing and should be done daily. Reverse abdominal breathing is more energetic and should be done less often.
Meditation

Once the fight or flight reaction was fully understood, researchers began searching for a way humans could proactively respond to rather than simply react to this innate condition. A real breakthrough came when Herbert Benson at Harvard Medical School discovered a simple series of steps that lead toward effective meditation, a relaxation technique that slows your pulse, respiration, and brain-wave activity and lowers your blood pressure. Meditation is sometimes called the smart person’s bubble bath.  

Scientific studies show that meditation can have a profound stress-reducing effect because it trains and conditions the mind in the same way exercise trains and conditions the body. Richard Davidson’s research at the University of Wisconsin in Madison suggests that through regular meditation, the brain is reoriented from a stressful fight or flight mode to one of acceptance, a shift that increases contentment with the realities of life. The process effectively deactivates the frontal areas of the brain, where sensory information is received and processed. Meditation allows people to quietly and intentionally detach from their emotional reactions so that they can respond appropriately. It allows them to peacefully observe their stress-producing thoughts and then choose to release them.  

Most meditation techniques involve these elements:

1. Sit or lie down in a comfortable, quiet place where you are not likely to be disturbed.
2. Intentionally relax the muscles of your body from your toes to your head.

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HUMAN RELATIONS IN ACTION

Helpers’ High

In his research, Arizona State University psychologist Robert Cialdini describes the euphoria experienced by those who frequently give their time and energy to others as the “helpers’ high.” He states that these good feelings may lower the output of stress hormones. Another study conducted at Cornell University found that volunteers were happier than nonvolunteers and had more energy and a greater sense of control over their lives. When life gets stressful, it may be beneficial to think of others’ needs rather than concentrate on yourself. Some ideas for volunteer opportunities:

- If you are talented in such areas as music, accounting, law, carpentry, sewing, or coping with the healthcare system, find out where your expertise can be useful.
- Find organizations that know how to put volunteers to good use, such as your local blood bank, library, or museum, and offer them your time.
- If you have a car and enjoy driving, contact Meals on Wheels, local churches, and outpatient treatment centers and volunteer your services.
3. Focus on the sound of each breath, using the abdominal breathing techniques mentioned earlier.
4. Train yourself to think about the calm and peaceful present. Mentally place past and potential future stressful events into this calm place. Fully and calmly accept these realities, thus robbing the innate fight or flight reaction of its power. Acknowledge your thoughts, realize which ones do not serve you, and then mentally release them.

To receive the full benefits of meditation, many people find it helpful to be trained by an expert in the field. Meditation classes and facilities are available in schools, hospitals, prisons, law firms, government buildings, airports, and corporate offices throughout the civilized world. Companies such as AOL, Raytheon, and Nortel Networks offer their employees meditation classes because they acknowledge the possibility that employees who participate will experience sharpened intuition, steely concentration, and plummeting stress levels. They recognize the power in the statement “Don’t just do something—sit there!”

In addition to meditation, there are other stress management activities that can be used during brief pauses in your day. Table 9.2 provides some examples.

### Laugh and Have Fun

Laughter is a gentle exercise of the body, a form of “inner jogging.” When you laugh, your immune system is given a boost, stress-related hormones such as cortisol are reduced, and your respiratory function is improved. Having fun while you are on the job does not exclude being serious about your work and caring about doing a good job, but being serious and caring is very different from being humorless and solemn. It is possible for people to have fun at work without being silly or inappropriate.

Some people are not funny, and not everyone needs to be able to tell a funny story. The goal is to create a fun-loving atmosphere that helps reduce stress levels. When asked how they infused fun into the workplace, employers said:

“I’m pretty task-oriented and serious most of the time. One time I did dress up for Halloween, and my employees were all completely shocked. That was a real stretch for me. Most of the time I just let them have their fun, without judging or squelching it.”

### Table 9.2

<table>
<thead>
<tr>
<th>5-Minute Stress Busters</th>
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<td>- Take 5 minutes to identify and challenge unreasonable or distorted ideas that precipitated your stress. Replace them with ideas that are more realistic and positive.</td>
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<td>- Take a 5-minute stress-release walk outdoors: Contact with nature is especially beneficial.</td>
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<td>- Enjoy stress relief with a gentle 5-minute neck and shoulder massage.</td>
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<tr>
<td>- Spend 5 minutes visualizing yourself relaxing at your favorite vacation spot.</td>
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<tr>
<td>- Take a 5-minute nap after lunch.</td>
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<tr>
<td>- Spend 5 minutes listening to a recording featuring your favorite comedian.</td>
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“Every month we had client reports due, and most of us dreaded the solitary extra-hours work that the tasks required. So we started planning to stay late one night each month. We went to a deli for snacks and then held a work party. We were all on our own computers in our own offices, but we took regular breaks, helped each other, enjoyed our meals together, and had some laughs in the after-work casual environment.”

“We had been working so hard and had nailed all of our goals for the quarter. I called my team into my office and presented them with movie tickets—for the two o’clock show, that day! It was great. We took off as a group and felt like kids, playing hooky from school. It was so spontaneous, and they loved it.”

Some people have lost touch with what is fun for them. Ann McGee-Cooper, author of You Don’t Have to Go Home from Work Exhausted, recommends making a list of things that are fun for you and then estimating the time they take. This exercise may help you realize that there is plenty of time for fun things in your life. A walk in the park will require only twenty minutes, and reading the comics takes only five minutes out of your day.

**Solitude**

Although some people feel uncomfortable when alone, many others feel “overconnected” because of the need to constantly respond to telephones, e-mails, and pagers. Those who are constantly in touch with others can benefit from the therapeutic effect of solitude. Solitude can be viewed as an emotional breather, a restorer of energy, and a form of rest similar to sleep. Ester Buchholz, author of The Call of Solitude, says alone-time is a great protector of the self and the human spirit. She also notes that solitude is often required for the unconscious to process and unravel problems. To experience the benefits of solitude, get up twenty minutes earlier in the morning. Use this time for meditation, journal writing, or just sitting in silence. Enjoy this period of solitude free from the current pressures and demands on your life.

**Resilience**

**Resilience** means being capable of bouncing back when you are confronted with stressful situations. At 3M’s headquarters in Maplewood, Minnesota, over 7,000 employees have completed a “Resilience at Work” training program that covers such diverse topics as financial planning, time management, and parenting. These topics represent those factors in a person’s life that could cause stress if they got out of control. Participants are taught to determine what issues are within their control and how to deal with them when they get out of control.

In many cases, planning ahead is all that is needed to begin the process of taking control of your life. Creating a realistic family budget that leads toward effective financial planning can provide resilience when unexpected, uncontrollable expenses occur. Rework the budget accordingly, and move forward with the new one. If your time management is chaotic, try controlling your schedule by building in fifteen minutes of cushion time that allow you to recover your composure before each appointment. If the kids are out of control and driving you crazy, arrange the appropriate child-care arrangements at least one evening a month (preferably one a week) so that you can get away and recharge your parenting batteries.
Many people create their own stress. They may want more leisure time, but they also want that new SUV or flat screen HDTV, so they take on a second job. As they engage in stressful multitasking, put in long days, and use words such as “obsessed” and “overwhelmed,” they often begin to think that busyness is a measure of their status. They live in a permanent state of perceived emergency that causes toxins to build up inside them. Programs like the one at 3M help employees realize they can be in control of their lives—and thereby their stress—by making different decisions.

**Coping with Psychological Disorders**

5 Examine three common psychological disorders and discuss therapy options

In the ideal scenario, when a stressful situation ends, hormonal signals switch off the fight or flight response, and the body returns to normal. Unfortunately, stress does not always let up. If you are under stress day after day and year after year, your hormonal response never shuts down. This can have a hazardous, even lethal, effect on your body and mental health.

Once every ten years, the National Institute of Health (NIH) conducts a national study to assess mental illness in America. The findings of the most recent study, published in 2005, indicate that mental illness, in its many forms, affects one-quarter of the U.S. population. In the final pages of this chapter, we will briefly examine three common psychological disorders and discuss therapy options.

**Anxiety**

Anxiety is a condition in which intense feelings of apprehension are long-standing and usually disruptive. Millions of Americans struggle with unwanted anxiety, and the cost in terms of suffering and lost productivity is very high. For most people, anxious feelings surface from time to time, but they are neither long-standing nor disruptive. If you have ever been tense before taking an exam or making an oral presentation, you have some idea of what anxiety feels like.

Anxiety becomes a disorder only when it persists and prevents you from leading a normal life. Psychiatrists have found that there are several different anxiety disorders. A phobia, an irrational fear of a specific object or situation, represents one type of anxiety. Claustrophobia (fear of confined spaces) and agoraphobia (fear of crowds and public places) are two of the many phobias that can have a disruptive effect on a person’s daily life.

**TOTAL PERSON INSIGHT**

Jacob Needleman  Author, *Time and the Soul*

“Culturally and individually, somewhere in our history, we chose to make material possessions important, not realizing that we would pay for all these things—consumer goods, improvements, technology—at the cost of our time.”
What is the best treatment for anxiety? Many anxious states are caused by stress, so consider using the stress management methods described in this chapter. Various methods of relaxation, for example, can lessen the severity of anxiety symptoms. However, when self-help methods do not bring the desired results, seek professional help. (See Figure 9.3.)

**Depression**

Depression is a mood disorder. Nearly 19 million American adults suffer from it. This psychological disorder costs U.S. businesses nearly $70 billion annually in lost productivity, medical expenditures, and other related expenses. People of all ages can experience depression, but it primarily impacts workers in their most productive years: the 20s through 40s.

When depression seriously affects a person’s productivity on the job or interpersonal relationships, psychiatrists consider that individual to have a depression. Symptoms such as withdrawal, overwhelming sadness, or hopelessness may persist for weeks or months. The exact cause of depression is not clear, but it can be triggered by a stressful event such as job loss, divorce, or death of a loved one.

In most cases depression is a treatable disorder, but it often requires a variety of approaches. Research shows that exercise can help improve mood and alleviate clinical depression. Many people who are battling depression rely on either anti-
depressant medications or psychotherapy. When patients stop taking antidepressants, they suffer a high risk of relapse in the year after they stop. People completing psychotherapy, usually described as cognitive-behavior therapy, relapse less frequently. To learn more about these two options, see Figure 9.3.

Burnout

Burnout is a gradually intensifying pattern of physical, psychological, and behavioral dysfunction that evolves in response to a continuous flow of stressors. When you experience burnout, you feel that your energy fuel tank is operating on empty. Just as the engine of a car literally stops running without fuel and oil, a complete mental or physical breakdown can result from burnout. The most common symptoms of burnout include the following:

- Increased detachment from coworkers, customers, or clients
- Increased tardiness, absenteeism, cynicism, and moodiness
- Increased disorientation: forgetfulness, low concentration
- Increased personal problems: drug or alcohol abuse, decreased social contacts, marital discord

All individuals experience one or two of these symptoms from time to time. But a person experiencing burnout exhibits these behaviors with increasing frequency and intensity. Those who burn out are usually successful, motivated, and committed to their work, but they often hold high-level positions in which there is little feedback from those who might offer a calming perspective to stressful events.

The report Employee Burnout: America’s Newest Epidemic suggests that if you feel you are nearing burnout, take action immediately—at home and at work—before it’s too late.

1. Stop trying to do everything: When someone asks you to take on another task, always ask for its priority and a deadline.
2. Clarify your value priorities. If you had just one year to live, what tasks would you stop doing? What would you do instead?
3. Make time to participate in as many stress management techniques as possible.

Therapy Options

Many organizations offer various employee assistance programs (EAPs) aimed at overcoming anxiety, depression, burnout, alcohol abuse, and drug abuse. These programs are designed to address the negative effects of psychological disorders before employees become dysfunctional.

In addition to EAPs, millions of people choose to participate in one or more relevant twelve-step programs for help with drug and alcohol addiction, eating disorders, and gambling addiction. All twelve-step programs rely on the same fundamentals:

- Working the steps. This means admitting the problem, recognizing that life has become unmanageable, and turning life over to a higher power.
Attending meetings. Meetings of twelve-step programs are held in convenient locations throughout communities across the country. Members describe their own problems and listen to others who have experienced similar problems. In most cases, members form strong support groups.

Web-based counseling is growing in popularity. Some licensed therapists give their clients a choice of face-to-face counseling or online counseling. In addition, there are thousands of support groups organized around various psychological disorders and moderated by therapists—some are licensed, some are not. Web-based therapy may be risky. There is often no guarantee that the self-proclaimed therapist is legitimate or licensed to practice in your state and no online therapist can promise confidentiality.47

Learning Objectives Review

1. Understand the major personal and work-related causes of stress.
   - When individuals cannot adequately respond or successfully adapt to change, stress is usually the result. Technostress, the inability to cope with technology in a healthy manner, is a significant threat to individuals and organizations. Noise pollution, irregular schedules, and incompetent leaders, as well as work and family transitions such as marriage, divorce, or relocation, may add to the stress of today’s workers.

2. Recognize the warning signs of too much stress.
   - Some stress in life can have a positive effect as it helps keep people motivated and excited. Therefore, the goal is not to eliminate stress, but to learn how to manage various stressors and reduce their negative effects on the body and the mind. It makes sense to become familiar with the signals that indicate there is too much stress in your life.

3. Learn how to identify and implement effective stress management strategies.
   - You are more likely to handle the ever increasing stress of today’s demands when you maintain a sleep routine and exercise program, practice the relaxing effects of deep breathing and meditation, laugh and have fun, seek out moments of solitude, and learn how to physically and mentally recover once the stress is reduced or ended.

4. Identify stress-related psychological disorders and therapy options.
   - When stress becomes persistent and overwhelming, it can lead to debilitating psychological disorders such as anxiety, depression, and burnout. While self-management techniques sometimes help, there may come a time when medication and one-on-one or group therapy with a licensed therapist is necessary. Employee assistance programs at work and community-based twelve-step programs may offer additional support.
**Career Corner**

**Q:** I work for a large company and have a terrific job. Because of downsizing, all of us in the office are working 60-hour weeks to get the work done. I take work home and do the work four people used to do. By the end of the week my mind is numb, my productivity is down, and I am exhausted. This not only is hard on my family but is bad for the company. It seems that if the work can't be handled during a normal workweek, then we need to hire more people to do the job. What do you suggest?

**A:** If you can get another job that is less stressful, then consider starting a job search. However, if you feel lucky to have your job, then let your boss know that you need help. Talk with your colleagues to find out if they share your concerns, conduct your own research on the impact that unrelenting stress has on worker productivity, and then report your findings to your employer. There is ample evidence that working on too many projects at one time (multitasking) actually reduces worker effectiveness. Explain that on-the-job productivity is enhanced when you are able to shift your focus by going home, being with your family, or socializing. Then, do not accept unreasonable amounts of work that force you to take that work home. If this results in threats of termination, keep in mind that a job that is causing you to burnout is not worth it.

**Applying What You Have Learned**

1. Determine what circumstances are causing the most stress in your life. For example, are you trying to work too many hours while going to school? Are you experiencing parental or peer pressure? Do you feel burdened with things you cannot control? Then answer the following questions:
   a. What aspects of the situation are under your control?
   b. Are there any aspects of the situation that are out of your control? Explain.
   c. What steps can you take to help eliminate the stress?
   d. What individual stress management strategies could you use to counteract the effects of this stress?

2. Consider the following company-sponsored stress management programs. List them in order from most beneficial to you to least beneficial. Explain your reasoning.
   a. Access to on-site exercise facilities or company-sponsored health club membership
   b. A workshop on stress management sponsored by the company
   c. A cafeteria where healthy, nutritionally balanced foods are served
   d. Access to a soundproof audiovisual room for viewing relaxing videotapes, listening to soothing music, or taking a nap

3. Stress often increases as we struggle with time management. How well do you manage your time? Take a few minutes and answer each question below. Then spend time developing a time management program that meets your individual needs.
   a. Do you develop a daily “to do” list that indicates the activities you hope to work on?
   b. Do you maintain a planning calendar—a single place to record daily appointments, deadlines, and tasks?
   c. Do you have a series of personal and professional goals that guide you in setting priorities for use of your time?
   d. Have you learned to say no to proliferating requests for your participation in team activities, projects, social activities, and so on, that may complicate your life?

4. Try a one-day “news fast.” Do not read, watch, or listen to any news for a day and see how you feel.
**Internet Insights**

1. Go to Monster.com, the online jobs database, and enter fun or humor into the search box. Are there any organizations in your area that promote a “fun” working environment? Search East Coast (example: New York City), West Coast (example: San Diego), and Midwest (example: Kansas City) locations. Which region exhibits more fun opportunities than the others? What semantics are used to describe the fun working environment?

2. Go to www.netaddiction.com/resources/internet_addiction_test.htm and take the twenty-question Internet Addiction Test. Determine your score and then do as the test’s creator suggests when it comes to time to evaluate your responses to specific questions.

**Role-Play Exercise**

Assume you are the spouse of Leslie, a call-center customer-service representative. Leslie routinely comes home from work stressed out and in a surly mood. Each representative at the center handles up to 120 calls per day and faces more frequent personal attacks than workers in most other occupations, with little or no opportunity to respond. The management of the organization is inflexible when it comes to accommodating its customers’ needs, so the call-center personnel have little power to make the customers happy. Many times they are forced to refuse the customers’ requests and respond, “It’s corporate policy.” Leslie has become irritable, impatient, and emotionally unavailable to you and your three elementary-school-aged children. The job pays better than any other opportunities in the area, and your family has become dependent on Leslie’s income. Upon returning home from work today, Leslie walked past you and the kids, went into your bedroom, closed the door, turned on the TV, and began rapidly consuming a six-pack of beer. You’ve had enough! Rather than escalate the stress by mentioning the divorce option, you have decided to try to talk with Leslie about reducing the stress in your lives. Role-play this discussion with one of your classmates, who will play the role of Leslie.

**Integrated Resources**

**CLASSROOM ACTIVITIES** (college.hmco.com/pic/reece10e)

- The NWNL Workplace Stress Test
- Eustress and Distress
- Inner Jogging Journal Entry
Case 9.1

Vacation Starvation

In many families similar to those mentioned in the opening vignette of this chapter, working parents are forced to “burn” their vacation days as they attempt to coordinate their work and personal schedules. Others juggle part-time or temporary jobs that offer no paid vacation days. Some may be forced to use their vacation days when an illness consumes their allotted paid sick days. Still others don’t take their vacation days because their workload does not allow an interruption or they fear being laid off when employers discover they can get along without the worker.

One study of workers who did not take all of their allowed vacation days found that 13 percent did so because they got money back for unused days, 12 percent said it was because they had to schedule a vacation in advance, and 10 percent said they were simply too busy at work to get away. Other people cannot take a break from work even when they are on vacation. They carry their laptops and PDAs to the beach, mountain retreat, or family reunion. Bryson Koehler, a director of international services at a hotel company, went with his extended family on a vacation and camped out in the corner of his parents’ bathroom, since that was the only place his BlackBerry and wireless laptop connection received signals. When the family went biking, he surreptitiously planted his laptop, cell phone, and BlackBerry in the bicycle trailer carrying his 9-month-old son, leaving them with their power on to collect messages during the ride. His wife, upset by his persistent connectedness, “accidentally” switched the cell phone from ring to vibrate and booked their next vacation onboard a cruise ship where Internet charges were $3 a minute.48

You need to take vacations from the stress your work life places on your personal life and leisure time. Yes, the e-mails pile up and the problems that weren’t taken care of while you were away await you upon your return. Colleagues who have to pick up the slack while you are gone may be irritable, but only until their vacation time comes around and you reciprocate. But this down time provides a physical and mental rejuvenation that allows you to return to work with a renewed spirit, relaxed and ready to take on the next challenge. According to a study by Xylo, a workplace consulting firm, 94 percent of working adults say time away from work makes them better employees. Seventy percent said it makes them feel a lot more productive. Another study found that regular vacations lower the risk of death by almost 20 percent for men and cut the risk of heart attacks among women by nearly 50 percent.49

It’s not difficult to find articles on bully bosses, supervisors who never give praise for work well done, or leaders who push too hard for increases in productivity. Yet there are many great leaders who can teach us a lot about effective leadership.

Questions

1. If you were an employer, would you require your workers to take all of their vacation days? Why or why not?
2. How long has it been since your last vacation? When is your next vacation? Will you actually “get away from it all,” or will you work at another job or on projects at home? Discuss with your classmates the ramifications of your plans on your mental and physical health.
3. Standard stress relievers such as medications and vacations can help, but what do you do to relax when you can’t leave your desk? Some workers are training themselves to withdraw for what you might call an inner vacation.50 Can you go virtually to your favorite vacation spot without leaving your desk? Explain.
Drugs on Campus

It is estimated that 1.6 million incoming college freshmen experience episodes of depression and that approximately 20 percent of the nation’s student population take antidepressants at some point in their college years. College health officials know that students, some on their own without parental guidance for the first time in their lives, live with academic pressure, experience frequent romantic rollercoasters, eat too much junk food, and get too little sleep. To help students cope with the pressures associated with college life, many campuses conduct screenings for depression, eating disorders, anxiety, and alcohol abuse. They create public service ads and posters aimed at increasing students’ awareness of these potentially debilitating psychological disorders.

To help defray the costs of these on-campus programs, some college administrators are accepting the financial sponsorship of drug companies that offer programs meant to raise students’ awareness of depression and the drugs that can treat it. Wyeth (maker of the antidepressant Effexor) created a 90-minute forum called “Depression in College: Real World, Real Life, Real Issues.” Wyeth joined with Pfizer Inc. (maker of the antidepressant Zoloft), Glaxo (maker of the antidepressant Paxil), and Eli Lilly & Co. (maker of the antidepressant Prozac) to help underwrite the National Depression Screening Day.

Glaxo offered an online self-test to raise awareness of general anxiety disorder. Some of the questions on the self-test were: “Do you worry excessively?” “Are you anxious a lot of the time?” “Do you have trouble sleeping?” “Does anxiety ever interfere with your family or social life?” “Do you avoid giving speeches?” “Does criticism frighten you?” If participants answered yes to any or all of these questions, they were advised that they might be candidates for antidepressant drugs and encouraged to contact their physicians.

While drugs like Paxil, Prozac, Zoloft, and Effexor are helping millions of people live more productive lives, critics believe that there is an inherent problem in having the producers of such drugs presenting on-campus forums and issuing online diagnoses of depression or anxiety. They believe these programs run the risk of misdiagnosis and unnecessary prescriptions. While they agree that it is important to recognize the danger signs of psychological disorders, they encourage those who participate in these programs to question: Who doesn’t feel tense, tired, or irritable at some time? They suggest better self-test questions might be: "Is there something wrong with me, or is there something wrong with my academic or career choices?" “Do my efforts give me satisfaction?” “Do I feel valued by my friends and colleagues?” “Do I receive recognition for a task well done?” If the answer to these is no, maybe the self-test participants should take action, not drugs.51

Questions

1. Does it bother you that drug companies have a role in educating college students about the warning signs and possible medicinal solutions to psychological disorders? Explain your reasoning.
2. What is meant by the statement that “maybe self-test participants should take action, not drugs”?
3. Are there alternatives to drug therapy for psychological disorders that college students might implement to help them with the stress of college life? What are they?
Joe Louis Arena in Detroit, home of the Detroit Red Wings, is shown empty. The National Hockey League became the first professional sports league in North America to cancel an entire season. There were no winners in this conflict.

1. List and describe some of the major causes of conflict in the work setting.

2. Utilize assertiveness skills in conflict situations.

3. Understand when and how to implement effective negotiation skills.

4. Identify key elements of the conflict resolution process.

5. Describe how emotions influence our thinking and behavior.
An Icy Conflict

If you are a die-hard hockey fan, you will probably always remember the 2004–2005 season. The season was canceled because the National Hockey League and the NHL Players Association could not settle an ongoing labor dispute, and for the first time since 1919, the Stanley Cup was not awarded.

The NHL became the first professional sports league in North America to cancel an entire season because of a labor conflict. The conflict over economic issues began when the owners of the NHL’s 30 professional teams locked out the 700 members of...
the players’ union when their collective-bargaining agreement expired. Negotiations spanned a ten-month period before an agreement could be reached. During that time teams lost an estimated $2 billion in revenue from tickets, media, sponsorships, and concessions, while players lost approximately $1 billion in salaries. Team office personnel and stadium attendants were laid off, and Canadian government agencies that owned the stadiums lost rental income. The Canadian government estimated that the country’s gross domestic product was reduced by 170 million Canadian dollars as a result of the cancelled season.

The lost NHL season and the lost revenue associated with the conflict are a reminder of how difficult and expensive it can be when conflicts cannot be effectively resolved. While disputes within most organizations are not of this magnitude, companies pay a high price for conflict. Often productivity drops, work relationships suffer, and energy is wasted as workers become increasingly angry, stressed, and defensive. It is estimated that managers spend about 20 percent of their time resolving disputes among staff members. This chapter offers workers and managers alike specific guidelines for effectively and productively resolving a variety of conflicts.

A New View of Conflict

1 List and describe some of the major causes of conflict in the work setting.

Most standard dictionaries define conflict as a clash between incompatible people, ideas, or interests. These conflicts are almost always perceived as negative experiences in our society. But when we view conflict as a negative experience, we may be hurting our chances of dealing with it effectively. In reality, conflicts can serve as opportunities for personal growth if we develop and use positive, constructive conflict resolution skills.

Much of our growth and social progress comes from the opportunities we have to discover creative solutions to conflicts that surface in our lives. Dudley Weeks, professor of conflict resolution at American University, says conflict can provide additional ways of thinking about the source of conflict and open up possibilities for improving a relationship. When people work together to resolve conflicts, their solutions are often far more creative than they would be if only one person addressed the problem. Creative conflict resolution can shake people out of their mental ruts and give them a new point of view.

Too much agreement is not always healthy in an organization. Employees who are anxious to be viewed as “team players” may not voice concerns even when they have doubts about a decision being made. Four years before the first flight of space shuttle Challenger, some NASA engineers discovered problems with the O-ring seals, but these concerns were disregarded. Howard Schwartz, in his book Narcissistic Process and Corporate Decay, described the Challenger disaster as a tragic example of the “exportation of conflict.” Meaningful conflict can be the key to producing healthy, successful organizations because conflict is necessary for effective problem solving and for effective interpersonal relationships.
Twain once said, "It were not best that we should all think alike; it is difference of opinion that makes horse races."8 The problem isn’t with disagreements, but with how they are resolved.

Finding the Root Causes of Conflict

If left unattended, weeds can take over a garden and choke all the healthy plants. When inexperienced gardeners cut weeds off at the surface instead of digging down to find the roots, the weeds tend to come back twice as strong. Conflicts among people at work often follow the same pattern. Unless the root of the conflict is addressed, the conflict is likely to recur. If the root cause appears to stimulate constructive conflict, it can be allowed to continue. However, as soon as the symptoms of destructive conflict become apparent, steps need to be taken to correct the problem that is triggering it.9 This segment of the chapter discusses the most common causes of conflicts in the workplace.

Organizational Change

Organizational change is one of the seven root causes of conflict. In most organizations there is tension between opposing forces for stability (maintain the status quo) and change. If management wants to shift more health care costs onto

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Needed: Serious Negotiations

As the automobile industry struggles with escalating labor costs and imminent bankruptcies, stockholders and managers realize that adjustments must be made. Lower labor costs offshore represent a viable cost-cutting opportunity for management, but are cause for conflict among unionized laborers in the United States. Delphi CEO Robert “Steve” Miller has a four-point plan to help his organization emerge from bankruptcy that might become the standard for other struggling manufacturers.

- **Change employee expectations.** Workers in China and Mexico work for approximately $7,000 a year. It is going to be very difficult for those with manual-labor jobs in the United States to maintain their current lifestyle if they want to compete with their offshore counterparts.

- **Rewrite the social contract.** Reduce the current unionized workers’ benefits from $65 an hour to $20. If the union leaders don’t agree, ask the U.S. Bankruptcy Court to void the current labor contract entirely.

- **Don’t worry about a strike.** There is nothing to be gained. A strike would only accelerate the bankruptcy process and increase the number of plants that would have to be closed.

- **Get the government to help with health care.** Lobby legislators to create policies that take the burden of health care costs off employers and put it onto taxpayers.
workers, tension may surface. With too much stability, the organization may lose
its competitive position in the marketplace. With too much change, the mission
blurs and employee anxiety develops.\textsuperscript{10}

**Ineffective Communication**
A major source of personal conflict is the misunderstanding that results from inef-
fective communication. In Chapter 4 we discussed the various filters that mes-
sages must pass through before effective communication can occur. In the work
setting, where many different people work closely together, communication
breakdowns are inevitable.

Often it is necessary to determine if the conflict is due to a misunderstanding
or a true disagreement. If the cause is a misunderstanding, you may need to
explain your position again or provide more details or examples to help the other
person understand. If a disagreement exists, one or both parties have to be per-
suaded to change their position on the issue. Those involved in the conflict can
attempt to explain their position over and over again, but until someone changes,
the root problem will persist.\textsuperscript{11} This issue is discussed in greater detail later in this
chapter.

**Value and Culture Clashes**
In Chapter 7 you read that differences in values can cause conflicts between gen-
erations, among men and women, and among people with different value priori-
ties. Today’s diverse work force reflects a kaleidoscope of cultures, each with its
own unique qualities. The individual bearers of these different cultural traditions
could easily come into conflict with one another. The issues may be as simple as
one person’s desire to dress in ethnic fashion and a supervisor’s insistence on strict
adherence to the company dress code, or as complex as work ethics.

**Work Policies and Practices**
Interpersonal conflicts can develop when an organization has unreasonable or
confusing rules, regulations, and performance standards. The conflicts often sur-
face when managers fail to tune in to employees’ perceptions that various policies
are unfair. Managers need to address the source of conflict rather than suppress
it. Conflict also surfaces when some workers refuse to comply with the rules and
neglect their fair share of the workload.

**Adversarial Management**
Under adversarial management, supervisors may view their employees and even
other managers with suspicion and distrust and treat them as “the enemy.”
Employees usually lack respect for adversarial managers, resenting their authori-
tarian style and resisting their suggestions for change. This atmosphere makes
cooperation and teamwork difficult.

**Competition for Scarce Resources**
It would be difficult to find an organization, public or private, that is not involved
in downsizing or cost cutting. The result is often destructive competition for scarce
resources such as updated computerized equipment, administrative support per-
sonnel, travel dollars, salary increases, or annual bonuses. When budgets and
cost-cutting efforts are not clearly explained, workers may suspect coworkers or
supervisors of devious tactics.
Personality Clashes

There is no doubt about it: Some people just don't like each other. They may have differing communication styles, temperaments, or attitudes. They may not be able to identify exactly what it is they dislike about the other person, but the bottom line is that conflicts will arise when these people have to work together. Even people who get along well with each other in the beginning stages of a work relationship may begin to clash after working together for many years.

HUMAN RELATIONS IN ACTION

Fire the Client?

Lisa Zwick knew that her client, the CEO of an Internet start-up company, was a problem. He was irritable and extremely hard to work with. When he called her California home at 5:00 A.M. one Monday morning from his New York City hotel room and asked her to order a limousine for him, she refused and took the issue to her boss. With his support, Lisa fired the client, telling him, "This isn't working out for several reasons; but most of all, you're a jerk!" Many firms are concluding that firing cantankerous clients can be a good business decision. One company fired a client who was bringing in $1 million a year, or 20 percent of the company’s revenue, for making nasty, digging comments about employees. The owner of the company believed that if the irritating client was going to drive her employees crazy, the relationship wasn’t worth it. Her respected employees replaced the lost business and have since doubled revenue to $10 million.

TEST PREPPER 10.1

True or False?

_____ 1. Conflict resolution is typically more creative when an individual works alone to create a resolution.

_____ 2. Unless the root cause of conflict is addressed, conflict is likely to reoccur.

Multiple Choice

_____ 3. Which of the following is true about conflict in organizations?
   a. The existence of conflict is a symptom of poor management.
   b. The outcome of disagreement is less productivity and creativity in an organization.
   c. Too much agreement within an organization may be unhealthy.
   d. Experts agree that growth and social progress are inhibited by conflict.

_____ 4. Today’s increase in workplace diversity exacerbates which source of conflict?
   a. Culture clashes
   b. Adversarial management
   c. Work policies and practices
   d. Noncompliance

_____ 5. Corporation XYZ is merging with Corporation ABC. If there is conflict in the newly formed organization, the root cause will likely be:
   a. organizational change.
   b. ineffective communication.
   c. adversarial management.
   d. personality clashes.

ACE the Test
ACE and ACE+ Practice Tests
CHAPTER 10 RESOLVING CONFLICT AND ACHIEVING EMOTIONAL BALANCE

Resolving Conflict Assertively

Utilize assertiveness skills in conflict situations.

Conflict is often uncomfortable whether it is in a personal or professional setting. People sometimes get hurt and become defensive because they feel they are under attack personally. Because we have to work or live with certain people every day, it is best to avoid harming these ongoing relationships. But many people don’t know how to participate in and manage conflict in a positive way. Many professionals advise going directly to the offending person and calmly discussing his or her irritating behavior, rather than complaining to others. Figure 10.1, “Dealing with People You Can’t Stand,” offers specific strategies you might use. By taking those steps to change your behavior, you might facilitate a powerful change in theirs. Keep in mind that some people are unaware of the impact of their behavior, and if you draw their attention to it, they may change it.

 Whereas these strategies may be comfortable for some people, such a direct approach may be very uncomfortable for many others. People who attempt to avoid conflict by simply ignoring things that bother them are exhibiting nonassertive behavior. Nonassertive people often give in to the demands of others, and their passive approach makes them less likely to make their needs known. If you fail to take a firm position when such action is appropriate, customers, coworkers, and supervisors may take advantage of you, and management may question your abilities.

 Assertive behavior, on the other hand, provides you the opportunity to stand up for your rights and express your thoughts and feelings in a direct, appropriate way that does not violate the rights of others. It is a matter of getting the other person to understand your viewpoint. People who exhibit appropriate assertive behavior skills are able to handle their conflicts with greater ease and assurance while maintaining good interpersonal relations.

 Some people do not understand the distinction between being aggressive and being assertive. Aggressive behavior involves expressing your thoughts and feelings and defending your rights in a way that violates the rights of others. Aggressive people may interrupt, talk fast, ignore others, and use sarcasm or other forms of verbal abuse to maintain control.

 Table 10.1 may give you a clearer understanding of how nonassertive, assertive, and aggressive individuals respond when confronted with conflict situations.

How to Become More Assertive

Entire books have been written that describe how to improve your assertiveness skills. Several years ago the American Management Association (www.amanet.org) began offering skill development seminars that focus on assertiveness training, including Assertiveness Training for the New or Prospective Manager and Assertiveness Training for Women in Business. Enrollees have the opportunity to achieve greater credibility by learning how to handle tough situations with composure and confidence. Whether you choose to read the books or participate in assertiveness training, know that you can communicate your wants, dislikes, and feelings in a clear, direct manner without threatening or attacking others. Here are three practical guidelines that will help you develop your assertiveness skills.
Dealing with People You Can’t Stand


**FIGURE 10.1**

### THE BULLY
- Bullies find ways to manipulate or control others. They are pushy, ruthless, loud, and forceful and tend to intimidate you with in-your-face arguments. They assume that the end justifies the means.
- **Strategy:** Keep your cool. Immediately respond calmly and professionally to let the bully know you are not a target: “When you're ready to speak to me with respect, I'll be ready to discuss this matter.” Walk away from a ranting bully. Ask the bully to fully explain what he or she is trying to say or do, and then paraphrase your understanding of the bully's real intentions.

### THE BACKSTABBER
- They present themselves as your friend but do everything in their power to sabotage your relationships with your supervisors, coworkers, and clients. They use tactics such as withholding information from you and then suggesting to others that you are incompetent, witless, and worthy of demotion.
- **Strategy:** Once you’ve discovered your saboteur, tell key people that the person is, in fact, not a friend, which takes power from the backstabber and reveals the smear campaign.

### THE WHINER
- They wallow in their woe, whine incessantly about the injustices that surround them, and carry the weight of the world on their shoulders.
- **Strategy:** Listen and write down their main points. Interrupt and get specifics so you can identify and focus on possible solutions. If they remain in “it’s hopeless” mode, walk away saying, “Let me know when you want to talk about a solution.”

### THE JERK
- They tend to be self-centered, arrogant, manipulative, and goal-oriented. They trust no one and refuse to collaborate with others. They may take pot-shots at you during meetings, but avoid one-on-one confrontations. They lack empathy, but can be great sweet-talkers to the boss.
- **Strategy:** They do not respond to normal pleas to change their behavior, so just back off. Do not take their bait, limit your contact with them, avoid conflict when possible, and always be on guard.

### THE KNOW-IT-ALL
- They will tell you what they know, but they won’t bother listening to your “clearly inferior” ideas. Often they really don’t know much, but they don’t let that get in the way. They exaggerate, brag, and mislead.
- **Strategy:** Acknowledge their expertise, but be prepared with your facts. Use “I” statements, such as “From what I’ve read and experienced . . .”

### THE NEBBISH
- When faced with a crucial decision, they keep putting it off until it’s too late and the decision makes itself, or they say yes to everything but follow through on nothing.
- **Strategy:** Help them feel comfortable and safe in their rare decisions to move forward, and stay in touch until the decision is implemented. Arrange deadlines and describe the consequences that will result when they complete the tasks and what will happen if they don’t.

### THE EXPLODERS
- They throw tantrums that can escalate quickly. When they blow their tops, they are unable to stop. When the smoke clears and the dust settles, the cycle begins again.
- **Strategy:** When an explosion begins, assertively repeat the individual’s name to get his or her attention, or repeat a neutral comment such as “Stop!” Calmly address what they said in their first few sentences, which usually reveals the real problem. Give them time to regain self-control. Suggest they take time out to cool down, and then listen to their problems in private.
In the beginning, take small steps.
Being assertive may be difficult at first, so start with something that is easy. You might decline the invitation to keep the minutes at the weekly staff meeting if you feel others should assume this duty from time to time. If you are tired of eating lunch at Joe’s Diner (the choice of a coworker), suggest a restaurant that you would prefer. If someone insists on keeping the temperature at a cool 67 degrees and you are tired of being cold all the time, approach the person and voice your opinion. Asking that your desires be considered is not necessarily a bad thing.

Use communication skills that enhance assertiveness.
A confident tone of voice, eye contact, firm gestures, and good posture create nonverbal messages that say, “I’m serious about this request.” Using “I” messages can be especially helpful in cases where you want to assert yourself in a nonthreatening manner. If you approach the person who wants the thermostat set at 67 degrees and say, “You need to be more considerate of others,” the person is likely to become defensive. However, if you say, “I feel uncomfortable when the temperature is so cool,” you will start the conversation on a more positive note.

Be soft on people and hard on the problem.
The goal of conflict resolution is to solve the problem but avoid doing harm to the relationship. Of course, relationships tend to become entangled with the problem, so there is a tendency to treat the people and the problem as one. Your coworker Terry is turning in projects late every week, and you are feeling a great deal of frustration each time it happens. You must communicate to Terry that each missed deadline creates serious problems for you. Practice using tact, diplomacy, and patience as you keep the discussion focused on the problem, not on Terry’s personality traits.
Learn to Negotiate Effectively

Understand when and how to implement effective negotiation skills.

In the past, the responsibility for negotiating an effective resolution to conflicts was often given to supervisors, department heads, team leaders, shop stewards, mediators, and other individuals with established authority and responsibility. Today, many companies have organized workers into teams and are empowering those workers to solve their own problems whenever possible. This means that every employee needs to learn how to effectively negotiate satisfactory resolutions to conflicts. Danny Ertel, author and consultant in the area of negotiations, says, “Every company today exists in a complex web of relationships, and the shape of that web is formed, one thread at a time, through negotiations.” Team assignments, compensation, promotions, and work assignments are just a few of the areas where you can apply negotiation skills.

Think Win/Win

There are basically three ways to approach negotiations: win/lose, lose/lose, and win/win. When you use the win/lose approach, you are attempting to reach your goals at the expense of the other party’s. For example, a manager can say, “Do as I say or find a job somewhere else!” The manager wins; the employee loses. Although this approach may end the conflict on a short-term basis, it doesn’t usually address
the underlying cause of the problem. It may simply sow the seeds of another conflict because the “losers” feel frustrated. (This strategy may be effective in those rare instances when it is more important to get the job done than it is to maintain good human relations among the workforce.)

When the lose/lose approach is used to settle a dispute, each side must give in to the other. If the sacrifices are too great, both parties may feel that too much has been given. This strategy can be applied when there is little time to find a solution through effective negotiation techniques, or when negotiations are at a standstill and no progress is being made. Union-management disputes, for example, often fall into the lose/lose trap when neither side is willing to yield. In these cases an arbitrator, a neutral third party, may be called in to impose solutions on the disputing parties.

In general, the win/lose and lose/lose approaches to negotiating create a “we versus they” attitude among the people involved in the conflict, rather than a “we versus the problem” approach. “We versus they” (or “my way versus your way”) means that participants focus on whose solution is superior, instead of working together to find a solution that is acceptable to all. Each person tends to see the issue from his or her viewpoint only and does not approach the negotiations in terms of reaching the goal.

The basic purpose of the win/win approach to negotiating is to fix the problem—not the blame! Don’t think hurt; think help. Negotiating a win/win solution to a conflict is not a debate where you are attempting to prove the other side wrong; instead, you are engaging in a dialogue where each side attempts to get the other side to understand its concerns and both sides then work toward a mutually satisfying solution. Your negotiations will go better when you shift your emphasis from a tactical approach of how to counter the other person’s every comment to discovering a creative solution that simple haggling obscures.

Perhaps the most vital skill in effective negotiations is listening. When you concentrate on learning common interests, not differences, the nature of the negotiations changes from a battle to win to a discussion of how to meet the objectives of everyone involved in the dispute (see Figure 10.2).

Beware of Defensive Behaviors

Effective negotiations are often slowed or sidetracked completely by defensive behaviors that surface when people are in conflict with each other. When one person in a conflict situation becomes defensive, others may mirror this behavior. In a short time, progress is slowed because people stop listening and begin thinking about how they can defend themselves against the other person’s comments.

We often become defensive when we feel our needs are being ignored. Kurt Salzinger, Executive Director for Science at the American Psychological Association, reminds us that conflicts are often caused by unfulfilled needs for things such as dignity, security, identity, recognition, or justice. He says, “Conflict is often exacerbated as much by the process of the relationship as it is by the issues.” Determining the other person’s needs requires careful listening and respect for views

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The use of a creative solution or dialogue so that each party understands the concerns of the other party and both sides work toward a mutually satisfying solution.

A tactic used to settle a dispute whereby each side must give in to the other.

Soon after celebrating their 15th wedding anniversary Elaine and Michael Honig decided to get a divorce. As joint owners of the successful Honig Vineyard, the divorce could have created serious problems. However, they decided to remain friends as well as business partners after the divorce.

16 Perhaps the most vital skill in effective negotiations is listening. When you concentrate on learning common interests, not differences, the nature of the negotiations changes from a battle to win to a discussion of how to meet the objectives of everyone involved in the dispute (see Figure 10.2).

17 Effective negotiations are often slowed or sidetracked completely by defensive behaviors that surface when people are in conflict with each other. When one person in a conflict situation becomes defensive, others may mirror this behavior. In a short time, progress is slowed because people stop listening and begin thinking about how they can defend themselves against the other person’s comments.

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The use of a creative solution or dialogue so that each party understands the concerns of the other party and both sides work toward a mutually satisfying solution.

A tactic used to settle a dispute whereby each side must give in to the other.
that differ from your own. If you feel you are trapped in a win/lose negotiation and can hear yourself or the other person becoming defensive, do everything in your power to refocus the discussion toward fixing the problem rather than defending your position.

**Know That Negotiating Styles Vary**

Depending on personality, assertiveness skills, and past experiences in dealing with conflict in the workplace, individuals naturally develop their own negotiating styles. But negotiating is a skill, and people can learn how and when to adapt their style to deal effectively with conflict situations.

Robert Maddux suggests that there are five different behavioral styles that can be used during a conflict situation. These styles are based on the combination of two factors: assertiveness and cooperation (see Figure 10.3). He takes the position that different styles may be appropriate in different situations.

**Avoidance Style (Uncooperative/Nonassertive)**

This style is appropriate when the conflict is too minor or too great to resolve. Any attempt to resolve the conflict might result in damaging a relationship or simply wasting time and energy.

**Accommodating Style (Cooperative/Nonassertive)**

This style is appropriate when resolving the conflict is not worth risking damage to the relationship or general disharmony. Individuals who use this approach relinquish their own concerns to satisfy the concerns of someone else.
Win/Lose Style (Uncooperative/Aggressive)
This style may be appropriate when the conflict involves “survival of the fittest,” when you must prove your superior position, or when your opinion is the most ethically or professionally correct.

Problem-Solving Style (Assertive/Cooperative)
This style is appropriate when all parties openly discuss the issues and a mutually beneficial solution can be found without anyone making a major concession. Problem solvers attempt to uncover underlying issues that may be at the root of the problem and then focus the discussion toward achieving the most desirable outcome.

Compromising Style (Moderately Aggressive/Moderately Cooperative)
This style is appropriate when no one person or idea is perfect, when there is more than one good way to do something, or when you must give to get what you want. Compromise attempts to find mutually acceptable solutions to the conflict that partially satisfy both sides. Never use this style when unethical activities are the cause of the conflict.
4 Identify key elements of the conflict resolution process.

The conflict resolution process consists of five steps that can be used at work and in your personal life. To apply the five steps requires understanding and acceptance of everything we have discussed up to this point in the chapter: application of assertiveness skills, understanding how to deal with various types of difficult people, support for the win/win approach to conflict resolution, and learning how to negotiate.
Step One: Decide Whether You Have a Misunderstanding or a True Disagreement

David Stiebel, author of *When Talking Makes Things Worse!* says a misunderstanding is a failure to accurately understand the other person’s point. A disagreement, in contrast, is a failure to agree that would persist despite the most accurate understanding. In a true disagreement, people want more than your explanation and further details; they want to change your mind. When we fail to realize the distinction between these two possibilities, a great deal of time and energy may be wasted. Consider the following conflict situation.

As Sarah entered the driveway of her home, she could hardly wait to share the news with her husband Paul. Late that afternoon she had met with her boss and learned she was the number one candidate for a newly created administrative position. Sarah entered the house and immediately told Paul about the promotion opportunity. In a matter of seconds, it became apparent that he was not happy about the promotion. He said, “We don’t need the extra money, and you do not need the headaches that come with an administrative position.” Expecting a positive response, Sarah was very disappointed. In the heat of anger, Sarah and Paul both said things they would later regret.

If Sarah and Paul had asked each other a few questions, this conflict might have been avoided. Prior to arriving home, Sarah had already weighed the pros and cons of the new position and decided it was not a good career move; however, she wanted her husband’s input before making the final decision. This conflict was not a true disagreement, in which one person tries to change the other person’s mind; it was a misunderstanding that was the result of incomplete information. If Sarah and Paul had fully understood each other’s position, it would have become clear that a true disagreement did not exist.

Step Two: Define the Problem and Collect the Facts

The saying “A problem well defined is a problem half solved” is not far from the truth. It is surprising how difficult this step can be. Everyone involved needs to focus on the real cause of the conflict, not on what has happened as a result of it. At this stage, it is helpful to have everyone write a one- or two-sentence definition of the problem. When everyone is allowed to define the problem, the real cause of the conflict will often surface.

As you begin collecting information about the conflict, it may be necessary to separate facts from opinions or perceptions. Ask questions that focus on who is involved in the conflict, what happened, when, where, and why. What policies and procedures were involved?

Conflict resolution in the age of information offers us new challenges. As we are faced with information overload, we may be tempted to use the information we already have rather than search for the new information needed to guide a decision.

Step Three: Clarify Perceptions

Your perception is your interpretation of the facts surrounding the situations you encounter. Perceptions can have a tremendous influence on your behavior. In a conflict situation, it is therefore very important that you clarify all parties’ perceptions of the problem. You can do this by attempting to see the situation as others see it. Take the case of Laura, a sales representative who was repeatedly passed
over for a promotion even though her sales numbers were among the best in the department.

Over a period of time Laura became convinced that she was the victim of gender discrimination. She filed charges with the Equal Employment Opportunity Commission (EEOC), and a hearing was scheduled. When Laura’s boss was given a chance to explain his actions, he described Laura as someone who was very dedicated to her family. He said, “It’s my view that she would be unhappy in a sales management position because she would have to work longer hours and travel more.” He did not see his actions as being discriminatory. Laura explained that she valued the time she spent with her husband and children but achieving a management position was an important career goal. Laura’s and her boss’s perceptions of the same situation were totally different.

**Step Four: Generate Options for Mutual Gain**

Once the basic problem has been defined, the facts surrounding it have been brought out, and everyone is operating with the same perceptions, everyone involved in the conflict should focus on generating options that will fix the problem. Some people,
however, do not consider generating options to be part of the conflict resolution process. Rather than broadening the options for mutual gain, some individuals want to quickly build support for a single solution. The authors of the best-selling book *Getting to Yes* say, “In a dispute, people usually believe that they know the right answer—their view should prevail. They become trapped in their own point of view.”

**Step Five: Implement Options with Integrity**

The final step in the conflict resolution process involves finalizing an agreement that offers win/win benefits to those in conflict. Sometimes, as the conflict resolution process comes to a conclusion, one or more parties in the conflict may be tempted to win an advantage that weakens the relationship. This might involve hiding information or using pressure tactics that violate the win/win spirit and weaken the relationship. Even the best conflict solutions can fail unless all conflict partners serve as “caretakers” of the agreement and the relationship.

Establish timetables for implementing the solutions, and provide a plan to evaluate their effectiveness. On a regular basis, make a point to discuss with others how things are going to be sure that old conflict patterns do not resurface. Conflict resolution agreements must be realistic and effective enough to survive as the challenges of the future confront them. Avoid the temptation to implement quick-fix solutions that may prove to be unsatisfactory in a few weeks.

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**Test Prepper 10.4**

**True or False?**

1. A misunderstanding and a disagreement are basically the same thing.

2. When you attempt to see the situation as others see it, you are performing which step of conflict resolution?
   a. Step four: Generate options for mutual gain
   b. Step five: Implement options with integrity
   c. Step three: Clarify perceptions
   d. Step two: Define the problem and collect the facts

3. In a dispute, if people believe they know the correct answer and they become trapped in their point of view, they are failing which step of conflict resolution?
   a. Step four: Generate options for mutual gain
   b. Step five: Implement options with integrity
   c. Step three: Clarify perceptions
   d. Step two: Define the problem and collect the facts

4. When Cheryl finalizes an agreement with her employees for a new project, develops timelines for implementation, and generates methods for evaluating success, she is performing what step of conflict resolution?
   a. Step four: Generate options for mutual gain
   b. Step five: Implement options with integrity
   c. Step three: Clarify perceptions
   d. Step two: Define the problem and collect the facts
Emotional Balance—An Introduction

Describe how emotions influence our thinking and behavior.

An emotion is a strong, temporary feeling that is positive or negative. Emotional experiences tend to alter the thought processes by directing attention toward some things and away from others. Emotions energize our thoughts and behaviors.23

Throughout each day our feelings are activated by a variety of events (see Figure 10.4). You might feel a sense of joy after learning that a coworker has just given birth to a new baby. You might feel overpowering grief after learning that your supervisor was killed in an auto accident. Angry feelings may surface when you discover that someone borrowed a tool without your permission. Once your feelings have been activated, your mind interprets the event. In some cases, the feelings trigger irrational thinking: “No one who works here can be trusted!” In other cases, you may engage in a rational thinking process: “Perhaps the person who borrowed the tool needed it to help a customer with an emergency repair.” The important point to remember is that we can choose how we behave. We can gain control over our emotions.

Achieving Emotional Balance—A Daily Challenge

The need to discover ways to achieve emotional balance has never been greater. To be successful in these complex times, we need to be able to think and feel simultaneously. People make choices dictated primarily by either their heads (reason) or their hearts (feelings). The thinking function helps us see issues logically; the feeling function helps us be caring and human.24 Many organizations are spawning fear, confusion, anger, and sadness because the leaders lack emotional balance.

The basic emotions that drive us—such as fear, love, grief, greed, joy, and anger—have scarcely changed over the years. However, we are now seeing enormous differences in the expression of emotions. Today, people are much more likely to engage in aggressive driving, misbehave at public events, or become abusive when they are unhappy with service. In the workplace many people experience emotional pain because of disagreeable bosses.
Emotional Intelligence

Daniel Goleman, author of several popular books on emotional intelligence, challenges the traditional view of the relationship between IQ and success. He says there are widespread exceptions to the rule that IQ predicts success: “At best, IQ contributes about 20 percent to the factors that determine life success, which leaves 80 percent to other forces.”

Emotional intelligence can be described as the ability to monitor and control one’s emotions and behavior at work and in social settings. Whereas standard intelligence (IQ) deals with thinking and reasoning, emotional intelligence (EQ) deals more broadly with building social relationships and controlling one’s emotions. Several studies indicate that EQ can be increased through a combination of awareness and training.

The focus of Goleman’s research is the human characteristics that make up what he describes as emotional competence. The emotional competence framework is made up of two dimensions.

Personal Competence

This term refers to the competencies that determine how we manage ourselves. Recognizing one’s emotions and their effects, keeping disruptive emotions and impulses in check, and maintaining standards of honesty and integrity represent a few of the competencies in this category.

Social Competence

This refers to the competencies that determine how we handle relationships. Sensing others’ feelings and perspectives, listening openly and sending convincing messages, and negotiating and resolving disagreements represent some of the competencies in this category.

Although IQ tends to be stable throughout life, emotional competence is learnable and tends to increase throughout our life span. The emotional competencies that really matter for work can be learned.

Emotional Expression

We sometimes suffer from a lack of emotional balance because we learn to inhibit the expression of certain emotions and to overemphasize the expression of others. Some families, for example, discourage the expression of love and affection. Some people are taught from an early age to avoid expressing anger. Others learn that a public display of grief (crying, for example) is a sign of weakness. If as a child you were strongly encouraged to avoid the expression of anger, fear, love, or some other emotion, you may repress or block these feelings as an adult.

Emotional imbalance also develops if we become fixated on a single emotion. The high incidence of violent crime in America has motivated some people to become almost totally infused with the emotion of fear. One writer noted that people who are preoccupied with fear may be intensifying the problem:

“We have a habit of keeping ourselves overwhelmed, through the news media, with bad and scary things that have happened all over the world each day; and the chronic pattern of worrying about which of these bad things might happen to us in the future.”

To focus on one emotion to the exclusion of others creates a serious imbalance within us.
**The Emotional Factor at Work**

Emotions play a critical role in the success of every organization, yet many people in key decision-making positions—leaders with outstanding technical skills—fail to understand the important role emotions play in a work setting. In part, the problem can be traced to leadership training that emphasizes that “doing business” is a purely rational or logical process. Some leaders learn to value only those things that can be arranged, analyzed, and defined. One consultant put the problem into proper perspective when he said, “We are still trying to do business as if it requires only a meeting of the minds instead of a meeting of the hearts.”

Tim Sanders, former chief solutions officer at Yahoo!, says, “How we are perceived as human beings is becoming increasingly important in the new economy.” He notes that compassion is an important key to long-term personal success. This is the human ability to reach out with warmth through eye contact, physical touch, or words. It is a quality machines can never possess.

**Relationship Strategy**

Emotional undercurrents are present in almost every area of every organization. Most banks, hospitals, retail firms, hotels, and restaurants realize that they need a relationship strategy—a plan for establishing, building, and maintaining quality relationships with customers. Cosco Systems, for example, measures itself by the quality of its relationships with customers. Salespeople achieve their bonuses based in large part on customer satisfaction instead of on gross sales or profit.

Frontline employees, those persons responsible for delivering quality service and building relationships, engage in “emotional labor,” and those who have frequent contact with the public often find the work very stressful. Emotional labor, which taxes the mind, is often more difficult to handle than physical labor, which strains the body. For this reason, frontline employees need the support of leaders who are both caring and competent.

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**Test Prepper 10.5**

**True or False?**

_____ 1. The basic emotions that drive people have changed little over the years. However, people today are more likely to exhibit road rage and abusive reactions to poor service.

_____ 2. Most studies indicate that EQ (emotional intelligence) cannot be changed through training and remains mostly constant throughout life.

**Multiple Choice**

_____ 3. Feelings that influence thought and behavior are called:

   a. emotions. c. negativity.
   b. reinforcers. d. positivity.

_____ 4. According to author Daniel Goleman, approximately what percentage of a person’s life success is attributable to the intelligence quotient, or IQ?

   a. 80 percent c. 40 percent
   b. 50 percent d. 20 percent

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**At Umpqua Bank, every element of the culture is focused on great customer service. Here we see a customer and his friend relaxing at an Umpqua branch bank in Portland, Oregon.**
Factors That Influence Our Emotions

Describe the major factors that influence our emotional development.

The starting point in achieving greater emotional control is to determine the source of emotional difficulties. Why do we sometimes display indifference when the expression of compassion would be more appropriate? Why is it so easy to put down a friend or coworker and so hard to recognize that person’s accomplishments? Why do we sometimes worry about events that will never happen? To answer these and other questions, it is necessary to study the factors that influence our emotional development.

Temperament

Temperament refers to a person’s individual style of expressing needs and emotions; it is biological and genetically based. It reflects heredity’s contribution to the beginning of an individual’s personality. Researchers have found that certain temperamental characteristics are apparent in children at birth and remain somewhat stable over time. For example, the traits associated with extroversion and introversion can be observed when a baby is born. Of course, many events take place between infancy and adulthood to alter or shape a person’s temperament. Personality at every age reflects the interplay of temperament and of environmental influences, such as parenting.

Unconscious Influences

The unconscious mind is a vast storehouse of forgotten memories, desires, ideas, and frustrations, according to William Menninger, founder of the famed Menninger Foundation. He noted that the unconscious mind can have a great influence on behavior. It contains memories of past experiences as well as memories of feelings associated with past experiences. The unconscious is active, continuously influencing conscious decision-making processes.

Although people cannot remember many of the important events of the early years of their lives, these incidents do influence their behavior as adults. Joan Borysenko offers this example:

Inside me there is a seven-year-old who is still hurting from her humiliation at summer camp. Her anguish is reawakened every time I find myself in the presence of an authority figure who acts in a controlling manner. At those moments, my intellect is prone to desert me, and I am liable to break down and cry with the same desolation and helplessness I felt when I was seven.

This example reminds us that childhood wounds can cause us to experience emotions out of proportion to a current situation. Also, we often relive the experience in a context very different from the one we experienced as a child. A worker who is strongly reprimanded by an angry supervisor may experience the same feelings that surfaced when he was scolded by his mother for breaking an expensive vase.
Cultural Conditioning

A professor at Dartmouth College said, “Culture is what we see and hear so often that we call it reality. Out of culture comes behavior.” Culture helps shape just about every aspect of our behavior and our mental processes. Culture is frequently associated with a particular country; but actually, most countries are multicultural. African Americans, Hispanic Americans, Asian Americans, and American Indians represent a few of the subcultures within the United States.

Coping with Your Anger and the Anger of Others

Learn how to deal with your anger and the anger of others.

Anger may be defined as the thoughts, feelings, physical reactions, and actions that result from unacceptable behavior by others. Anger is almost always a response to perceived injustice, and may dissolve with a deeper understanding of the cause. Anger in the workplace is clearly on the rise. In a survey conducted by Marlin Company, a national workplace communication company, 52 percent of respondents said their colleagues need help managing anger. The authors of Anger kills say that about 20 percent of the general population has levels of hostility high enough to be dangerous to their health.

Managing Your Anger

Learning to deal with their own anger and the anger of other people is one of the most sophisticated and mature skills people are ever required to learn. Intense anger takes control of people and distorts their perceptions, which is why angry people often make poor decisions.

Dr. Art Uline, author of Really Fit Really Fast, says the first step in anger management is to monitor your anger. How often do you get angry each day? What are the causes of irritation in your life? How upsetting is each episode of anger? How well do you manage each episode? Uline suggests using a diary or journal to record this information. This self-monitoring activity will help you determine the impact of anger in your life. Record not only the source of the irritation but the feelings that surfaced when you became angry. Also record the behaviors you displayed when angry. Uline says that people who monitor their behavior carefully see positive results: “Without even trying, their behavior begins to change in ways that are usually desirable.”

What makes you angry? The anger journal will help you identify your most common anger triggers. You may find that irritations and annoyances such as traffic delays, interruptions,
or loud noise are very irritating. You may discover that your anger is frequently connected to disappointment in someone or to some annoying event.

Intense anger often takes the form of rage. In addition to road rage, air rage, and customer rage, we are witnessing more incidents of “workplace rage.” Workplace rage can take the form of yelling, verbal abuse, and physical violence. It is more likely to occur when workers are stressed by long hours, unrealistic deadlines, cramped quarters, excessive e-mail, lack of recognition, bullying incidents, or some combination of these factors.

Effective Ways to Express Your Anger

Buddha said, “You will not be punished for your anger, you will be punished by your anger.” Buddhist teachings tell us that patience is the best antidote to aggression.43 Intense anger that is suppressed will linger and become a disruptive force in your life unless you can find a positive way to get rid of it. Expressing feelings of anger can be therapeutic, but many people are unsure about the best way to self-disclose this emotion. To express anger in ways that will improve the chances that the other person will receive and respond to your message, consider these suggestions:

1. Avoid reacting in a manner that could be seen as emotionally unstable. If others see you as reacting irrationally, you will lose your ability to influence them.44 Failure to maintain your emotional control can damage your image.
2. Do not make accusations or attempt to fix blame. It would be acceptable to begin the conversation by saying, “I felt humiliated at the staff meeting this morning.” It would not be appropriate to say, “Your comments at the morning staff meeting were mean-spirited and made me feel humiliated.” The latter statement invites a defensive response.45
3. Express your feelings in a timely manner. The intensity of anger can actually increase with time. Also, important information needed by you or the person who provoked your anger may be forgotten or distorted with the passing of time.
4. Be specific as you describe the factors that triggered your anger, and be clear about the resolution you are seeking. The direct approach, in most cases, works best.

In some cases the person who triggers your anger may be someone you cannot confront without placing your job in jeopardy. For example, one of your best customers may constantly complain about the service he receives. You know he receives outstanding service, and you feel anger building inside you each time he complains. But any display of anger may result in loss of his business. In this situation you rely on your rational thinking power and say to yourself, “This part of my work is very distasteful, but I can stay calm each time he complains.”

TOTAL PERSON INSIGHT

Pema Chödrön  Author and Buddhist Teacher

“We can suppress anger or act it out, either way making things worse for ourselves and others. Or we can practice patience: wait, experience the anger and investigate its nature.”
How to Handle Other People’s Anger

Dealing with other people’s anger may be the most difficult human relations challenge we face. The following skills can be learned and applied to any situation where anger threatens to damage a relationship.

1. **Recognize and accept the other person’s anger.** The simple recognition of the intense feelings of someone who is angry does a lot to defuse the situation. In a calm voice you might say, “I can see that you are very angry,” or “It’s obvious that you are angry.”

2. **Encourage the angry person to vent his or her feelings.** By asking questions and listening carefully to the response, you can encourage the person to discuss the cause of the anger openly. Try using an open-ended question to encourage self-disclosure: “What have I done to upset you?” or “Can you tell me why you are so angry?”

3. **Do not respond to an angry person with your own anger.** To express your own anger or become defensive will only create another barrier to emotional healing. When you respond to the angry person, keep your voice tone soft. Keep in mind the old biblical injunction, “A soft answer turns away wrath.”

4. **Give the angry person feedback.** After venting feelings and discussing specific details, the angry person will expect a response. Briefly paraphrase what seems to be the major concern of the angry person, and express a desire to find ways to solve the problem. If you are at fault, accept the blame for your actions and express a sincere apology.

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**Test Prepper 10.6, 10.7**

**True or False?**

1. The unconscious mind is active, continuously influencing conscious decision-making processes.
2. Anger in the workplace is clearly in decline.
3. If you are trying to express your anger, you should try to do so in a timely manner, as feelings of anger can intensify with time.

**Multiple Choice**

4. In the United States, intense media focus on violence and crime causes many people to experience:
   - emotional imbalance because of exaggerated belligerent reactions.
   - emotional imbalance because of exaggerated fearful reactions.
   - greater emotional balance because of additional information about the world.
   - greater emotional balance as they realize that they are not victims.

5. ___ is the thoughts, feelings, actions, and physical reactions that result from unacceptable behavior by others.
   - Temperament
   - Cultural conditioning
   - Emotion
   - Anger

6. Susan is starting an anger management process. Her first step will be to:
   - monitor her anger by recording episodes of anger in a journal.
   - suppress her anger.
   - identify who is to blame for her anger.
   - display the anger, no matter what the circumstances are.

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**ACE the Test**

ACE and ACE+ Practice Tests
Describe strategies for achieving emotional control.

Each day we wake up with a certain amount of mental, emotional, and physical energy that we can spend throughout the day. If we allow our “difficult” emotions to deplete our energy, we have no energy to change our life or to give to others.\(^48\) The good news is that we can learn to discipline the mind and banish afflicting thoughts that create needless frustration and waste energy. In this, the final part of the chapter, we share with you some practical suggestions for achieving greater control of the emotions that affect your life.

Identifying Your Emotional Patterns

We could often predict or anticipate our response to various emotions if we would take the time to study our emotional patterns—to take a running inventory of circumstances that touch off jealousy, fear, anger, or some other emotion. Journal entries can help you discover emotional patterns. Record not only your conscious feelings, such as anxiety or guilt, but feelings in your body, such as a knot in your stomach or muscle tension.

If you don’t feel comfortable with journal writing, consider setting aside some quiet time to reflect on your emotional patterns. A period of quiet reflection will help you focus your thoughts and impressions. Becoming a skilled observer of your own emotions is one of the best ways to achieve greater emotional control.

In addition to journal writing and quiet reflection, there is one more way to discover emotional patterns. At the end of the day, construct a chart of your emotional landscape. Make a chart (see Table 10.2) of the range of emotions you experienced and expressed during the day.\(^49\) Your first entry might be “I woke up at 6:00 A.M. and immediately felt ______.” The final entry might be “I left the office at 5:30 P.M. with a feeling of _____.” What emotions surfaced throughout your workday? Resentment? Creative joy? Anxiety? Boredom? Contentment? Anger? Reflect on the completed chart and try to determine which patterns need to be changed. For example, you might discover that driving in heavy traffic is a major energy drain. Repeat this process over a period of several days in order to identify your unique emotional patterns.

TOTAL PERSON INSIGHT

Gerard Egan  Author, *You and Me*

“It’s unfortunate that we’re never really taught how to show emotion in ways that help our relationships. Instead, we’re usually told what we should not do. However, too little emotion can make our lives seem empty and boring, while too much emotion, poorly expressed, fills our interpersonal lives with conflict and grief. Within reason, some kind of balance in the expression of emotion seems to be called for.”
Fine-Tuning Your Emotional Style

Once you have completed the process of self-examination and have identified some emotional patterns you want to change, it is time to consider ways to fine-tune your emotional style. Bringing about discipline within your mind can help you live a fuller, more satisfying life. Here are four things you can begin doing today.

- **Take responsibility for your emotions.** How you view your emotional difficulties will have a major influence on how you deal with them. If your frustration is triggered by thoughts such as “I can never make my boss happy” or “Things always go wrong in my life,” you may never achieve a comfortable emotional state. By shifting the blame to other people and events, you cannot achieve emotional control.

- **Put your problems into proper perspective.** Why do some people seem to be at peace with themselves most of the time while others seem to be in a perpetual state of anxiety? People who engage in unproductive obsessing are unable or unwilling to look at problems realistically and practically, and they view each disappointment as a major catastrophe. To avoid needless misery, anxiety, and emotional upsets, use an “emotional thermometer” with a scale of 0 to 100. Zero means that everything is going well, and 100 denotes something life-threatening or truly catastrophic. Whenever you feel upset, ask yourself to come up with a logical number on the emotional thermometer. If a problem...
surfaces that is merely troublesome but not terrible, and you give it 60 points,
you are no doubt overreacting. This mental exercise will help you avoid miscal-
labing a problem and feeling upset as a result.\textsuperscript{50}

\begin{itemize}
\item \textbf{Take steps to move beyond negative emotions such as envy, anger, jealousy, or hatred.} Some people are upset about things that happened many years ago. Some even nurse grudges against people who have been dead for years. The sad thing is that the negative feelings remain long after we can achieve any positive learning from them.\textsuperscript{51} Studies of divorce, for example, indicate that anger and bitterness can linger a long time. Distress seems to peak one year after the divorce, and many people report that it takes at least two years to move past the anger.\textsuperscript{52} When negative emotions dominate one's life, whatever the reason, therapy or counseling may provide relief. Learning to release unwanted patterns of behavior is very important.
\end{itemize}

\begin{itemize}
\item \textbf{Give your feelings some exercise.} Several prominent authors in the field of human relations have emphasized the importance of giving our feelings some exercise. Leo Buscaglia, author of \textit{Loving Each Other}, says, “Exercise feelings. Feelings have meaning only as they are expressed in action.”\textsuperscript{53} Sam Keen, author of \textit{Fire in the Belly}, said, “Make a habit of identifying your feelings and expressing them in some appropriate way.”\textsuperscript{54} If you have offended someone, how about sending that person a note expressing regret? If someone you work with has given extra effort, why not praise that person’s work? Make a decision to cultivate positive mental states like kindness and compassion. A sincere feeling of empathy, for example, will deepen your connection to others.

Every day of our personal and work life we face some difficult decisions. One option is to take only actions that feel good at the moment. In some cases, this means ignoring the feelings of customers, patients, coworkers, and supervisors. Another option is to behave in a manner that is acceptable to the people around you. If you choose this option, you will have to make some sacrifices. You may have to be warm and generous when the feelings inside you say, “Be cold and selfish.” You may have to avoid an argument when your feelings are insisting, “I’m right and the other person is wrong!” To achieve a positive emotional state often requires restructuring our ways of feeling, thinking, and behaving.
List and describe some of the major causes of conflict in the work setting.

- Conflicts among people at work happen every day and can arise because of:
  - changes within the organization
  - poor communication
  - values and culture clashes
  - confusing work policies and practices
  - competition for scarce resources
  - adversarial management

- While unresolved conflicts can have a negative effect on an organization's productivity, a difference of opinion sometimes has a positive effect by forcing team members toward creative and innovative solutions to problems.

Utilize assertiveness skills in conflict situations.

- Assertiveness skills are necessary when you want to maintain your rights during a conflict with someone else but want to avoid being overly aggressive and interfering with others' rights.
- Begin building assertiveness skills by tackling relatively minor issues first until you gain the confidence to take on those who try to take away your power. Use "I" statements rather than "you" statements so that the other person does not become defensive. Focus on fixing the problem rather than attacking the other person.
Understanding when and how to implement effective negotiation skills.

- You can vastly improve your human relations skills when dealing with difficult people by learning when and how to intentionally implement Robert Maddux's five negotiating styles.
- These styles include the avoidance style (uncooperative/nonassertive), accommodating style (cooperative/nonassertive), win/lose style (uncooperative/aggressive), problem-solving style (assertive/cooperative), and compromising style (moderately aggressive/moderately cooperative).

Identify key elements of the conflict resolution process.

- Step one: Decide whether you have a misunderstanding or a true disagreement.
- Step two: Define the problem and collect the facts.
- Step three: Clarify perceptions.
- Step four: Generate options for mutual gain.
- Step five: Implement options with integrity.

Describe how emotions influence our thinking and behavior.

- An emotion can be thought of as a feeling that influences our thinking and behavior.
- Feelings are activated by a variety of events. Angry feelings may surface when another employee borrows something without your permission. Feelings of grief will very likely follow the loss of a close friend.

Describe the major factors that influence our emotional development.

- Our emotional development is influenced by:
  - temperament (the biological shaper of personality)
  - our unconscious mind
  - cultural conditioning
- Throughout the long process of emotional development, we learn different ways to express our emotions.

Learn how to deal with your anger and the anger of others.

- Appropriate expressions of anger:
  - contribute to improved interpersonal relations
  - help us reduce anxiety
  - give us an outlet for unhealthy stress
- We must also learn how to handle other people's anger.

Describe strategies for achieving emotional control.

- Emotional control is an important dimension of emotional style.
- The starting point in developing emotional control is to identify your current emotional patterns. One way to do this is to record your anger experiences in a diary or journal.
- Additional ways to identify emotional patterns include setting aside time for quiet reflection and developing a chart of your emotional landscape.
**Career Corner**

**Q:** The old adage “Fool me once, shame on you. Fool me twice, shame on me!” has become a reality in my career search. Last year I accepted a position with an ad agency where the owners did not disclose they were married to each other until after I was on the job. I quit after nine months when I discovered they expected me to lie to clients about the size of the agency. I accepted my next job with an event-production company, even though the hiring supervisor made disparaging remarks about the person who had previously held my position. It is now obvious that this supervisor acts condescendingly toward everyone, including me. I should have recognized the clues that indicated I was heading into these bad-boss environments. How can I avoid falling into another bad situation now that I am once again looking for a job?

**A:** Many applicants ignore warning signs about their prospective supervisors, yet the type of person you will be working with is one of the most important factors you should consider when job hunting. Prepare a list of ideal traits you would want in your next supervisor and a second list of what bothers you most about your current one, and then quiz present and past employees about your prospective boss while keeping your itemized lists in mind. Ask them and your interviewer direct questions such as “Who was your employee of the year and why was that employee selected?” “Give me an example of how an employee’s unethical conduct is handled.” “During a recent crisis within the organization, who was the ‘hero’ and why?” “What is your employee retention rate?” If your stomach aches throughout an interview, talk about your feelings with a friend so that you can separate bad-boss anxiety from normal interview jitters. Don’t let financial pressure dictate whether you take any job. Good luck!

**Applying What You Have Learned**

1. Has there been someone in your life (now or in the past) that you just can’t (or couldn’t) stand? Explain the behaviors this person exhibits that get on your nerves. Carefully examine Figure 10.1, determine which category fits the person best, and then describe what you might do to help this person change his or her behavior. Be specific.

2. To develop your assertiveness skills, find a partner who will join you for a practice session. The partner should assume the role of a friend, family member, or coworker who is doing something that causes you a great deal of frustration. (The problem can be real or imaginary.) Communicate your dislikes and feelings in a clear, direct manner without threatening or attacking. Then ask your partner to critique your assertiveness skills. Participate in several of these practice sessions until you feel confident that you have improved your assertiveness skills.

3. To learn more about the way you handle anger, record your anger responses in a journal for a period of five days. When anger surfaces, record as many details as possible. What triggered your anger? How intense was the anger? How long did your angry feelings last? Did you express them to anyone? At the end of the five days, study your entries and try to determine whether any patterns exist. If you find this activity helpful, consider keeping a journal for a longer period of time.

4. To learn more about how emotions influence your thinking and behavior, complete each of the following sentences. Once you have completed them all, reflect on your written responses. Can you identify any changes you would like to make in your emotional style?

   a. “When someone makes me angry, I usually . . .”
   b. “The most common worry in my life is . . .”
   c. “When I feel compassion for someone, my response is to . . .”
   d. “My response to feelings of grief is . . .”
   e. “When I am jealous of someone, my response is to . . .”
CHAPTER 10 RESOLVING CONFLICT AND ACHIEVING EMOTIONAL BALANCE

Case 10.1 Couples Combat

According to a study conducted by the University of Denver, marital distress costs companies $6.8 billion in lost productivity. At any given time, one in every six employees has some sort of personal problem, including conflict with a significant other, that directly affects his or her productivity. These employees are three times more likely to think about quitting their job. Whether your employer is supportive or not, you as an individual need to take responsibility for maintaining your own marriage so that you can avoid the potentially negative effect a divorce might have on your personal life and your career track. In his book Don’t You Dare Get Married Until You Read This!, Corey Donaldson says that the majority of issues that cause divorce already exist before the wedding because couples are not willing to ask or answer tough questions: Can physical violence by a mate be justified? What will we do if our child is born with a disability? Are you uncomfortable with women in high-paying jobs? If we both work, can we share the household duties? Daniel Caine, president of a financial planning firm for divorcing couples, says the most common causes for divorce are insecurity, money, communication, clash of values, and insufficient separation from family. He recommends asking such questions as: Are you comfortable with my religious observance? My family? My desire for wealth?

Role-Play Exercise

Assume the role of a business manager for a large hospital. About three weeks ago you received some incomplete medical records from Ashley Carver, the physician in charge of the emergency room. With a red pen, you marked the areas that were incomplete and sent the forms back to the doctor. You attached a terse note that requested the forms be returned within twenty-four hours. Three days passed without a reply, and your anger increased each day. Finally, you sent the doctor an e-mail that basically accused Dr. Carver of incompetence in the area of medical record keeping. The doctor phoned you immediately and said the entire emergency room staff had been extremely busy and did not have a moment to spare. You replied that timely and accurate record keeping is the responsibility of every physician employed by the hospital. Unfortunately, your tone of voice and your selection of words were totally inappropriate. Basically, you treated Dr. Carver like a child who had misbehaved, and the doctor hung up on you. You immediately felt like a fool and regretted your behavior. The next day, the completed forms were returned to you. You have decided to meet with Dr. Carver. Your goal is to repair the damaged relationship and set the stage for effective communications in the future. Prior to meeting with another class member who will assume the role of Dr. Carver, review the information on resolving conflicts.

Self-Assessment Exercise

Whether your employer is supportive or not, you as an individual need to take responsibility for maintaining your own marriage so that you can avoid the potentially negative effect a divorce might have on your personal life and your career track. In his book Don’t You Dare Get Married Until You Read This!, Corey Donaldson says that the majority of issues that cause divorce already exist before the wedding because couples are not willing to ask or answer tough questions: Can physical violence by a mate be justified? What will we do if our child is born with a disability? Are you uncomfortable with women in high-paying jobs? If we both work, can we share the household duties? Daniel Caine, president of a financial planning firm for divorcing couples, says the most common causes for divorce are insecurity, money, communication, clash of values, and insufficient separation from family. He recommends asking such questions as: Are you comfortable with my religious observance? My family? My desire for wealth?
Of course, asking the right premarital questions does not guarantee a healthy relationship. Conflicts will and do occur in even the most solid marriages. Some experts suggest that bickering can be good for relationships. It may be one of the keys to a strong marriage because open conflict improves communication and allows each partner to vent his or her frustrations. But you need to learn how to argue effectively. Dr. Phil McGraw suggests several ways you can make your arguments as constructive as possible.56

- Decide what you want before you even start the fight. Avoid simply complaining; ask for what you want.
- Keep it relevant. Focus on what you are arguing about. If you stray, the argument will resurface again until the real issue is addressed.
- Make it possible for your partner to retreat with dignity. Avoid calling each other names that linger beyond the argument. Show your partner courtesy and respect, even if he or she is wrong.
- Know when to say when. If you have to give up too much of your life to maintain the relationship, maybe it’s not worth it.

Keep in mind that if your objective in an argument is to win, the other person has to lose. This win/lose mindset will only perpetuate the conflict.57

Questions
1. Have any of your coworkers experienced marital conflicts that affected their productivity at work? Did they have any impact on the organization and/or on you? Explain.
2. Have you had a conflict at home that had an effect on your work? Explain.
3. How might the premarital questions suggested in this case impact marital relations? What other questions need to be answered?
4. Recall your most recent conflict with your significant other. Did you follow Dr. Phil’s suggestions? What was the outcome?
PepsiCo Incorporated used to have a reputation as a mostly white male fraternity, but things have changed. Indra K. Noogi, Chief Executive Officer of PepsiCo, is a strong leader in the area of corporate diversity. Several of PepsiCo’s top officers are minorities.

1. Define the primary and secondary dimensions of diversity.

2. Explain how prejudiced attitudes are formed.

3. Develop an awareness of the various forms of discrimination in the workplace.

4. Understand why organizations are striving to develop organizational cultures that value diversity.
“No matter who you are, you’re going to have to work with people who are different from you.”


Chapter Outline

- Work Force Diversity
  - Dimensions of Diversity
- Prejudiced Attitudes
  - How Prejudicial Attitudes Are Formed and Retained
- The Many Forms of Discrimination
  - Gender
  - Age
  - Race
  - Religion
  - Disability
  - Sexual Orientation
  - Subtle Forms of Discrimination
  - What Can You Do?
- The Economics of Valuing Diversity
- Managing Diversity
  - What Individuals Can Do
  - What Organizations Can Do
- Affirmative Action: Yesterday and Today

Prepare for Class

Identify ways in which individuals and organizations can enhance work force diversity.

Explain the current status of affirmative action programs.

A Mixed Bag

A growing number of companies realize that they need a work force that reflects the changing demographics of their customers. Diversity is not simply a matter of doing the right thing; it is a business imperative. PepsiCo Incorporated used to have a reputation as a mostly white-male fraternity, but things have changed. People of color now hold 17 percent of the management jobs at midlevel and above, and women hold nearly 30 percent. Indra K. Noogi, CEO of PepsiCo, is leading the diversity initiative.
She believes that diversity promotes innovation and better decision making. New products inspired by employees include a wasabi-flavored snack aimed at Asian Americans, guacamole-flavored Doritos chips aimed at Hispanics, and Mountain Dew Code Red, which appeals to African Americans.¹

Harley-Davidson, the Milwaukee-based motorcycle maker, concluded many years ago that its sales would falter unless it expanded beyond its traditional white male customers. To attract people of color and women, the company needed employees who reflected the customer base they wanted to attract. Over the past decade, Harley-Davidson has worked hard to attract both women and minority managers.²

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**WORK FORCE DIVERSITY**

¹ Define the primary and secondary dimensions of diversity.

America has always served as host to a kaleidoscope of the world’s cultures, and the diversity movement is likely to continue. Growing minority and immigrant populations will contribute to increased racial and ethnic diversity. The American work force is becoming more racially and ethnically diverse, increasingly female, and increasingly older.³ Foreign-born population trends are presented in Figure 11.1.

In the past, most U.S. organizations attempted to assimilate everyone into one “American” way of doing things. Labor unions were formed so that everyone would be treated the same. The women’s rights movement began when women wanted to be treated just like men in the workplace. The emphasis now, however, is on **valuing diversity**, which means appreciating everyone’s uniqueness, respecting diff-

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**FIGURE 11.1**

*Foreign-Born Population Trend*

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**Key Terms**

- affirmative action plans: p. 271
- discrimination: p. 257
- ethnicity: p. 255
- ethnocentrism: p. 255
- managing diversity: p. 267
- prejudice: p. 254
- primary dimensions: p. 253
- race: p. 259
- secondary dimensions: p. 254
- stereotypes: p. 254
- valuing diversity: p. 252

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**valuing diversity**: A business imperative that recognizes the importance of a work force that reflects the demographics of customers.
ferences, and encouraging every worker to make his or her full contribution to the organization. Organizations that foster the full participation of all workers will enjoy the sharpest competitive edge in the expanding global marketplace.

**Dimensions of Diversity**

There are primary and secondary dimensions of diversity. The primary dimensions are core characteristics of each individual: age, race, gender, physical and mental abilities, and sexual orientation (see Figure 11.2). Together they form an individual’s self-image and the filters through which each person views the rest of the world. These inborn elements are interdependent; no one dimension stands alone. Each exerts an important influence throughout life. Marilyn Loden and Judy

![Image of diverse workers](image-url)
Prejudiced Attitudes

Prejudiced Attitudes

2. Explain how prejudiced attitudes are formed.

Prejudice is a premature judgment or opinion that is formed without examination of the facts. Throughout life we often prejudge people in light of their primary and secondary dimensions. Rather than treat others as unique individuals, prejudiced people tend to think in terms of stereotypes—perceptions, beliefs, and expectations about members of some group. In most cases, a stereotype involves the false assumption that all members of a group share the same characteristics.
The most common and powerful stereotypes focus on observable personal attributes such as age, gender, and ethnicity. Prejudiced attitudes and the resulting stereotypes are more likely to change when we take time to learn more about specific members of a particular group. For example, twenty years ago, women were often viewed as indecisive, passive, and too emotional to succeed in leadership positions. As the work force became increasingly female, men and women began working together and learning that leadership ability might not be gender-related. Now that women occupy a greater proportion of management and executive positions, stereotypes formed by prejudiced attitudes are contradicted by facts.

How Prejudicial Attitudes Are Formed and Retained

Three major factors contribute to the development of prejudice: childhood experiences, ethnocentrism, and economic conditions.

Childhood Experiences

Today’s views toward others are filtered through the experiences and feelings of childhood. Children watch how their family members, friends, teachers, and other authority figures respond to different racial, ethnic, and religious groups. As a result, they form attitudes that may last a lifetime, unless new information replaces the old perceptions. Prejudicial attitudes are not unalterable. Whatever prejudice is learned during childhood can be unlearned later in life. The Declaration of Tolerance (see Figure 11.3) provides helpful suggestions on ways to avoid developing prejudicial attitudes.

Ethnocentrism

The tendency to regard our own culture or nation as better or more “correct” than others is called ethnocentrism. The word is derived from ethnic, meaning a group united by similar customs, characteristics, race, or other common factors, and center. Ethnicity refers to the condition of being culturally rather than physically distinctive. When ethnocentrism is present, the standards and values of our own culture are being used as a yardstick to measure the worth of other cultures.

In their book Valuing Diversity, Lewis Brown Griggs and Lente-Louise Louw compare ethnocentrism in an organization to icebergs floating in an ocean. We can see the tips of icebergs above the water level, just as we can see our diverse coworkers’ skin color, gender, mannerisms, and job-related talents and hear the words they use and their accents. These are basically “surface” aspects of a person that others can easily learn through observation. However, just as the enormous breadth of an icebergs base lies beneath the water’s surface, so does the childhood...
conditioning of people from different cultures. As icebergs increase in number and drift too close together, they are likely to clash at their base even though there is no visible contact at the water’s surface. As organizations increase the diversity of their work force, the potential for clashes resulting from deep-seated cultural conditioning and prejudiced attitudes also increases.

**Economic Factors**

When the economy goes through a recession or depression, and housing, jobs, and other necessities become scarce, people’s prejudices against other groups often increase. If enough prejudice is built up against a particular group, members of that group may be barred from competing for jobs. The recent backlash against immigrants can be traced, in part, to a fear that the new arrivals will take jobs that would otherwise be available to American workers. Prejudice based on economic factors has its roots in people’s basic survival needs, and, as a result, it is very hard to eliminate.

Rising income and wealth inequality in America is viewed by many as a serious barrier to racial harmony. Ronald Walters, University of Maryland political scien-
tist, says, “You can only have meaningful racial reconciliation when people of roughly equal socioeconomic status can reach across the divide of race.”

The gap in well-being between whites and nonwhites barely changed throughout the booming 1990s and remains huge. The racial divide in wealth (value of all assets) and income shows no sign of narrowing.

TOTAL PERSON INSIGHT

Sheryln Chew  Creator, The Purple Bamboo Orchestra

“To bring Chinese music to an African American church, it means that when we leave Chinatown we are promoting our culture. If we stay in Chinatown, we’re only preserving it. If you’re going to promote cultural understanding, it has to be to all people of all walks of life.”

Test Prepper II.2

True or False?

_____ 1. In most cases stereotypes involve the false assumption that all members of a group share the same characteristics.

_____ 2. The most powerful stereotypes focus on characteristics such as education and mental ability.

_____ 3. People’s prejudices toward one another tend to increase during times of economic prosperity.

_____ 4. Clashes related to ethnocentrism are more likely to arise in a workplace with increased diversity.

Multiple Choice

_____ 5. Throughout the 1990s, the difference between U.S. whites and nonwhites in terms of economic well-being:

   a. narrowed considerably because of the gains of nonwhites in a booming economy.
   b. stayed about the same, with whites significantly better off than nonwhites.
   c. became the largest in the nation’s history.
   d. stayed about the same, although the difference was much smaller than during the 1980s because of strict enforcement of employment discrimination laws.

Answers can be found on p. 317

The Many Forms of Discrimination

Develop an awareness of the various forms of discrimination in the workplace.

Discrimination is behavior based on prejudiced attitudes. If, as an employer, you believe that overweight people tend to be lazy, that is a prejudiced attitude. If you refuse to hire someone simply because that person is overweight, you are engaging in discrimination.

Individuals or groups that are discriminated against are denied equal treatment and opportunities afforded to the dominant group. They may be denied discrimination, behavior based on prejudiced attitudes, such as refusing to hire someone simply because that person is overweight.
employment, promotion, training, or other job-related privileges on the basis of race, lifestyle, gender, or other characteristics that have little or nothing to do with their qualifications for a job.

**Gender**

Discrimination based on gender has been, and continues to be, the focus of much attention. The traditional roles women have held in society have undergone tremendous changes in the past few decades. Women enter the work force not only to supplement family income but also to pursue careers in previously all-male professions. Men have also been examining the roles assigned them by society and are discovering new options for themselves. Most companies have recognized that discrimination based on gender is a reality and are taking steps to deal with the problem.

**Age**

Oscar winner Paul Newman climbs into a race car every chance he gets, even though he is in his 80s. He was proud to be codriver of one of the cars that competed in the 2005 Rolex 24-hour endurance race held at Daytona International Speedway. The people who make up today’s work force are working longer and living longer. Meaningful employment is a source of well-being for many of these workers. Yet, many workers over 50 face discrimination based on age.

There is the widespread perception that older workers are unable or unwilling to adapt to accelerating change. This stereotypical notion exists in spite of studies indicating that workers 55 and over are productive, cost-effective employees who can be trained in new technologies as easily as younger people. Because of prejudice, workers over 50 take nearly twice as long to find a new job as do younger people. Many must accept positions that pay considerably less than their previous job.

According to recent reports from the Equal Employment Opportunity Commission (EEOC), age discrimination is on the rise. As companies search for ways to cut costs, they often find creative ways to get rid of older workers (see Table 11.1) and replace them with younger workers who earn less. The rise in age discrimina-

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**TABLE 11.1**

**Age-Related Discriminatory Practices**

<table>
<thead>
<tr>
<th>Practices</th>
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<tbody>
<tr>
<td>Cutting off older workers from job-related training and career development opportunities</td>
</tr>
<tr>
<td>Excluding older workers from important activities</td>
</tr>
<tr>
<td>Favoring younger job applicants over older, better-qualified candidates</td>
</tr>
<tr>
<td>Forcing older workers out of the work force with negative performance evaluations</td>
</tr>
<tr>
<td>Pressuring older workers to accept financial incentives and retire early</td>
</tr>
</tbody>
</table>

tion complaints is also due to our aging work force. By 2015, workers 55 and older will make up nearly 20 percent of the work force.\textsuperscript{15}

Some companies have discovered that employees in their 50s and 60s have valuable knowledge and experience and are taking steps to retain these older workers. They realize the value of senior staff members passing along “institutional memory,” giving the new generation of employees the advantage of learning from the past so that they can effectively direct the future of the organization. Often those who are nearing retirement serve as mentors who can offer guidance and advice unclouded by personal ambition.\textsuperscript{16} Many progressive companies are taking steps to retain older workers. These retention tools include phased retirement, portable jobs for people who want to live in warmer climates in the winter, and part-time projects for retirees.\textsuperscript{17}

- At Home Depot, older employees serve as a powerful draw to young shoppers needing help with home improvement projects.

- West Pac Banking Corporation, a large financial-services company, recently recruited 950 workers over age 45 as financial planners. Older clients prefer advisers with experience.

**Race**

Few areas are more sensitive and engender more passion than issues surrounding race. **Race** denotes a category of people who are perceived as distinctive on the basis of certain biologically inherited traits such as skin color or hair texture.\textsuperscript{18} Because people cannot change these inherited traits, they can easily become victims of discrimination.

Throughout American history we have seen attempts to place people in racial categories and judge them as racial symbols rather than as unique individuals. During World War II, many Japanese Americans of Japanese ancestry were confined in concentration camps because they were considered a security threat, merely because of their racial heritage. Until the mid-1960s, some African Americans were not allowed to drink from public water fountains, to sit anywhere but in the rear of public transportation, or to attend public schools established for white children only. Because of the war on terrorism, today’s “racial” targets often include immigrants from Pakistan, Iraq, and other Middle Eastern countries, as well as their American-born children.

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\textsuperscript{15} Race denotes a category of people who are perceived as distinctive on the basis of certain biologically inherited traits such as skin color or hair texture.

\textsuperscript{16} Race denotes a category of people who are perceived as distinctive on the basis of certain biologically inherited traits such as skin color or hair texture.
The Myth of Race
Critics of racial categories view them as social inventions that intensify and reinforce racist beliefs and actions. They believe that one way to break down racial barriers and promote a race-free consciousness is to get rid of traditional racial categories (see Table 11.2). A growing number of geneticists and social scientists reject the view that “racial” differences have an objective or scientific foundation. The American Anthropological Association (AAA) has taken the official position that “race” has no scientific justification in human biology. The AAA position is that “there is as much genetic variability between two people from the same ‘racial group’ as there is between two people from any two different ‘racial’ groups.”

It is important to keep in mind that some race categories include people who vary greatly in terms of ethnicity. The Asian label includes a wide range of groups, such as Vietnamese, Filipinos, Chinese, and Koreans, with distinct histories and languages. The label African American does not take into consideration the enormous linguistic, physical, and cultural diversity of the peoples of Africa.

Since interracial relationships are now much more common than they were before, millions of Americans are of mixed races that do not fit the usual general categories. Golf champion Tiger Woods (his father is African American and his mother is from Thailand) is proud of his multiracial background. He joins a growing number of Americans who believe that identities can evolve, that people needn’t be locked into the identities bestowed on them at birth. As a result, respondents to U.S. census forms are now provided the opportunity to check one or more boxes from sixty-three racial options.

Race as Social Identity
Although races are not scientifically defensible, they are “real” socially, politically, and psychologically. Race and racism affect our own self-perception and how we are treated by others. Groups that are working to build ethnic pride, such as Native Americans, have resorted to self-identification to counter perceived discrimination. The term American Indian is often used to describe persons of American ancestry who have indigenous ancestry. However, the term Indian is sometimes used as a term of pride and respect by Native Americans, such as the Mohawk Nation.

### Table 11.2

<table>
<thead>
<tr>
<th>Traditional Nonwhite Race Categories</th>
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<tbody>
<tr>
<td><strong>African American</strong></td>
</tr>
<tr>
<td><strong>Hispanic</strong></td>
</tr>
<tr>
<td><strong>Asian</strong></td>
</tr>
<tr>
<td><strong>Native American</strong></td>
</tr>
</tbody>
</table>

Americans, oppose efforts to get rid of the traditional racial categories, which they consider part of a positive identity. Many feel that this system of racial categories is necessary to create minority-voting districts and to administer an array of federal laws and programs designed to ensure that minorities get equal housing, education, health care, and employment opportunities. That is why the federal government has assured the public that the agencies responsible for enforcement of nondiscriminatory housing laws, employment laws, and so forth will break down the many census report categories in ways that allow them to enforce the current laws.

**Religion**

Discrimination based on a person’s religious preference has been an issue throughout history. Christianity is the most commonly practiced religion in the United States, and Judaism is the second. During the 1930s, however, many Christian Americans considered Jews a separate “race” and treated them accordingly. Religion has always had the power to fracture and divide people of faith. Members of various denominations often lack tolerance for beliefs that differ from their own.

Wheaton College, an evangelical Protestant college in Illinois, was very pleased to have Assistant Professor Joshua Hochschild teach students about medieval Roman Catholic thinkers. But when the popular teacher converted to Catholicism, the college fired him. Associate Professor Susan Anderson of Appalachian State University was a faculty candidate at Baylor University several years ago. Baylor is the largest Baptist university in the world. The president asked her how she would integrate the Bible into her accounting classes. He also asked her why she was a member of the Methodist faith. Although the department faculty voted to extend her a job offer, the decision was vetoed by Baylor’s administration. Religious colleges are increasingly “hiring for mission,” even at the cost of eliminating more academically qualified candidates.

Today the headlines document the pervasive discrimination of Muslims in the workplace. They are often ridiculed for their daily prayer routine. Misunderstandings seem to occur frequently over relatively minor issues such as Muslim women’s right to wear head scarves and Muslim men’s right to maintain facial hair. With more than 5 million Muslims in America, Islam is expected to soon surpass Judaism and become the second most practiced religion in the United States. The EEOC has reported an increase in discrimination complaints brought by Muslims, Arabs, Middle Easterners, South Asians, and Sikhs. Even those who are American born but are perceived to be members of these groups because of physical features can become victims of this type of discrimination.

**Disability**

The Americans with Disabilities Act (ADA) sets forth requirements for businesses with fifteen or more employees. It bans discrimination against workers and
customers with disabilities and requires employers to make “reasonable accommodations” so that the disabled can access and work in the workplace. It covers a wide range of disabilities, including mental impairments, AIDS, alcoholism, visual impairments, and physical impairments that require use of a wheelchair (visit www.adata.org). Although legal protection is in place, the employment rate for people with disabilities ages 21 to 64 is only 38 percent.

Disabled people who want to work face several problems.

Many of the jobs performed by people with disabilities are being outsourced abroad. Doug Schalk lost his position as a call-center customer representative at Vanguard Car Rental USA Incorporated when it transferred his job to India.

Many of the low-paying service-sector jobs often filled by those with disabilities do not provide adequate health benefits to meet the needs of disabled workers.

Some employers are simply unwilling to hire people who are blind or use a wheelchair and to accommodate their needs with ramps, power doors, Braille signage, and voice-activated technology. They fail to see that these adjustments might serve as a gateway to valuable, hard-working employees, a new customer base, and an economic opportunity.

The good news is that several companies are setting a good example with major programs to accommodate both employees and customers with disabilities (see Table 11.3). In addition, many corporate diversity training programs include sessions on disability awareness and employment.

### TABLE 11.3

**Enabling Those with Disabilities**

<table>
<thead>
<tr>
<th>Company</th>
<th>Type of Assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crestar Bank</td>
<td>Provides voice-activated technology for disabled customer service representatives. Makes special services available to customers with disabilities.</td>
</tr>
<tr>
<td>Honeywell</td>
<td>Participates in Able to Work program, a consortium of 22 companies that find ways to employ disabled persons. Uses its high-tech innovations to assist employees with disabilities.</td>
</tr>
<tr>
<td>Johnson &amp; Johnson</td>
<td>Has established a comprehensive disability management program that tailors work assignments to employees returning to work after an injury.</td>
</tr>
<tr>
<td>Caterpillar</td>
<td>Serves as a model of high-tech accessibility for the disabled; sponsors Special Olympics.</td>
</tr>
<tr>
<td>America OnLine</td>
<td>Has agreed to work with the National Federation of the Blind to ensure that AOL content is largely accessible to the blind.</td>
</tr>
</tbody>
</table>

Sexual Orientation

Discrimination based on a person’s sexual orientation is motivated by homophobia, an aversion to homosexuals. Not long ago, gays and lesbians went to great lengths to keep their sexuality a secret. But today many gays and lesbians are “coming out of the closet” to demand their rights as members of society. Indeed, many young people entering the work force who are used to the relative tolerance of college campuses refuse to hide their orientation once they are in the workplace.

Gay rights activists are working hard to create awareness that discrimination based on sexual orientation is no less serious than discrimination based on age, gender, race, or disability. Activists are also working to rid the workplace of antigay behaviors such as offensive jokes, derogatory names, or remarks about gays. An atmosphere in which gays and lesbians are comfortable about being themselves is usually more productive than an atmosphere in which they waste their time and energy maintaining alternate, and false, personalities.

In recent years we have witnessed several workplace trends favorable to gay and lesbian employees.

- More than 80 percent of Fortune 500 companies include sexual orientation in their antidiscrimination policies, and some companies have established lesbian and gay employee associations that provide a point of contact for previously invisible employees.

- A majority of the nation’s top 500 companies now extend medical benefits to same-sex partners. Some major companies such as American Express and J. P. Morgan & Company are targeting recruiting efforts at gay and lesbian college students.28

Many state and local governments have passed laws that help protect gays and lesbians from discrimination and violence. Policies aimed at preventing verbal and physical harassment of homosexual students have been adopted by many public schools and colleges. In some cases, these initiatives have generated considerable controversy. Some religious and conservative groups have actively opposed these violence-prevention efforts, believing that they promote homosexuality.29

Subtle Forms of Discrimination

A person who feels he or she has been the victim of discrimination based on gender, age, race, abilities, or sexual orientation can take legal action by filing a complaint with his or her state’s office of the Equal Employment Opportunity
Commission. However, while state and federal laws protect individuals from discrimination based on these issues, they do not specifically protect workers from the more subtle forms of discrimination. For example, those who graduated from an Ivy League college may treat coworkers who graduated from state-funded colleges as inferior. Overweight employees might experience degrading remarks from coworkers. Those who speak with a distinct regional accent may hear snickers behind their back at work. People who do not value differences often equate a difference with a deficiency.

**HUMAN RELATIONS IN ACTION**

**Meeting Someone with a Disability**

Here are a few suggestions for making a good impression. If the person . . .

. . . is in a wheelchair. Sit down, if possible. Try to chat eye to eye. Don’t touch the wheelchair. It is considered within the boundaries of an individual’s personal space.

. . . has a speech impediment. Be patient, actively listen, and resist the urge to finish his or her sentences.

. . . is accompanied by a guide dog. Never pet or play with a guide dog; you will distract the animal from its job.

. . . has a hearing loss. People who are deaf depend on facial expressions and gestures for communication cues. Speak clearly and slowly. Speak directly to the person, not to an interpreter or assistant if one is present.

**HUMAN RELATIONS IN ACTION**

**Tools for Tolerance: Workplace**

- Hold a “diversity potluck” lunch. Invite coworkers to bring foods that reflect their cultural heritage.
- Suggest ways to overcome any barriers that might prevent people of color and women from succeeding.
- Value the input of every employee. Reward managers who do.
- Push for equitable leave policies. Provide paid maternity and paternity leave.
- Start a mentoring program that pairs employees of different ages, such as seniors with entry-level workers.
- Vary your lunch partners. Seek out coworkers of different backgrounds, from different departments, and at different levels in the company.
In its valuing diversity training program, Kaiser Permanente identifies twenty concrete examples of human differences that might cause discrimination among its workers. The list includes the standard diversity issues, but it also identifies characteristics such as education, politics, personal history, and socioeconomic status. Since there are no laws regarding these issues, employees need to understand the negative impact of these subtle forms of discrimination and take responsibility for creating an atmosphere where they are not tolerated.

**What Can You Do?**

What should you do if you discover you are the target of some form of subtle, unprotected discrimination because you are different from others at work? If you want to stay in the organization, you will need to determine whether the “difference” is something you can change—your weight, the way you dress, your manner of speaking. If the difference is something you cannot or choose not to change, you may need to address the situation directly. Review the assertiveness guidelines in Chapter 10. Your assertiveness may help change other people’s attitudes and in turn alter their discriminatory behaviors.

**Test Prepper II.3**

**True or False?**

_____ 1. Islam is expected to soon surpass Judaism and become the second most practiced religion in the United States.

_____ 2. Because of the legal protection in place by the ADA, almost 75 percent of Americans with disabilities are employed.

**Multiple Choice**

_____ 3. Jim is a 46-year-old man who has worked full-time as an accountant for over twenty years. Despite years of superior work performance, he lost his job in his company’s recent downsizing. “We can replace Jim with a 30-year-old and save $25,000 per year in salary and benefit costs,” says the company’s comptroller. Which of the following is the most likely reason that Jim lost his job?

a. Gender discrimination
b. Subtle discrimination
c. Age discrimination
d. Name discrimination

_____ 4. Employers who expect gay and lesbian employees to keep their private lives under wraps at work:

a. are breaking federal laws.
b. cause those employees to be more isolated and less productive.
c. are trying only to protect the majority of heterosexual workers, who would rather not work with gays or lesbians.
d. engage in a legal form of age discrimination since homosexual employees are likely to be younger than heterosexual employees.

_____ 5. Critics arguing for the elimination of traditional racial categories use all the following arguments to support their position except:

a. racial categories are social inventions that intensify and reinforce racist beliefs and actions.
b. there is no objective or scientific foundation for racial differences.
c. racial categories do not take into account the wide variance of people within a racial category.
d. racial districts are necessary to create minority-voting districts for fair representation.

Answers can be found on p. 317

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ACE the Test
ACE and ACE+ Practice Tests
The Economics of Valuing Diversity

4 Understand why organizations are striving to develop organizational cultures that value diversity.

The new millennium has brought a strong shift away from the traditional pattern of treating everyone the same and toward valuing diversity in a work setting. This means that a company intends to make full use of the ideas, talents, experiences, and perspectives of all employees at all levels of the organization. Joe Watson, a recruiter of minorities, believes that if you want to satisfy clients and customers from diverse backgrounds, you need a diverse mix of employees who are more likely to understand them. People from various cultural and ethnic backgrounds can offer different perspectives and stimulate creativity. “This type of inclusion,” says Watson, “isn’t about joining hands and singing ‘Kumbaya.’ This is about improving corporate performance.”

A study conducted by the Society for Human Resource Management revealed that diversity initiatives within organizations can affect an organization’s bottom line by reducing costs associated with turnover, absenteeism, and low productivity. In addition, efforts to value workers’ and customers’ diversity reduce complaints and litigation and improve the organization’s public image. Organizations that pursue diversity and make it part of their culture usually outperform companies that are less committed to diversity.

The price tag for not helping employees learn to respect and value each other is enormous. Many highly skilled and talented employees will leave an organization that does not value diversity. A comment, gesture, or joke delivered without malice but received as an insult will create tension among workers and customers alike. Valuable time will be wasted clarifying miscommunication and misunderstandings. Recognizing the value of diversity and managing it as an asset can help eliminate these negative effects.

TOTAL PERSON INSIGHT
Lewis Brown Griggs and Lente-Louise Louw
Authors, Valuing Diversity: New Tools for a New Reality

“More and more, organizations can remain competitive only if they can recognize and obtain the best talent; value the diverse perspectives that come with talent born of different cultures, races, and genders; nurture and train that talent; and create an atmosphere that values its workforce.”
Managing Diversity

Identify ways in which individuals and organizations can enhance work force diversity.

Managing diversity is the process of creating an organizational culture in which the primary and secondary dimensions of diversity are respected. This process can be a challenge now that the work force is composed of so many different nationalities. Managers at some Marriott Hotels work with employees from thirty different countries. The employees who are part of the Toyota Formula 1 race team represent twenty-seven nationalities. Even some small retail stores have become a kind of United Nations. The Kroger supermarket in Durham, North Carolina, has employees from ten countries. The issue is further complicated when an organization’s diverse work force is in global satellite offices separated by thousands of miles. Microsoft’s research unit, for example, is staffed by 700 multinational scientists and engineers working in six laboratories on three continents.³³

What Individuals Can Do

People tend to hang on to their prejudices and stereotypes. If certain white people believe people of color are inferior, they are likely to notice any incident in which a person of color makes a mistake. But when a person of color exhibits competence and sound decision-making abilities, these same white people may not notice, or they may attribute the positive results to other circumstances. You cannot totally eliminate prejudices that have been deeply held and developed over a long time. But you can take steps to change those attitudes and behaviors that may have a negative impact on your employer’s efforts to enhance diversity.

1. Learn to look critically and honestly at the particular myths and preconceived ideas you have been conditioned to believe about others. Contact among people of different races, cultures, and lifestyles can break down prejudice when people join together for a common task. The more contact there is among culturally diverse individuals, the more likely it will be that stereotypes based on myths and inaccurate generalizations will not survive.

2. Develop a sensitivity to differences. Do not allow gender-based, racist, or anti-gay jokes or comments in your presence. If English is not a person’s native language, be aware that this person might interpret your messages differently from what you intended. When in doubt as to the appropriate behavior, ask questions. “I would like to open the door for you because you are in a wheelchair, but I’m not sure whether that would offend you. What would you like me to do?”

3. Develop your own diversity awareness program. The starting point might be creation of a “diversity profile” of your friends, coworkers, and acquaintances. How much diversity do these individuals have in terms of race? Ethnicity? Religion? Assess the cultural diversity reflected in the music you listen to and the books you read. Visit an ethnic restaurant and try to learn about more than the food. Study Islam, Buddhism, and other faiths that may be different from your own.³⁴
What Organizations Can Do

A well-planned and well-executed diversity program can promote understanding and defuse tensions between employees who differ in age, race, gender, religious beliefs, and other characteristics. Programs that are poorly developed and poorly executed often backfire, especially in organizations where bias and distrust have festered for years. A comprehensive diversity program has three pillars: organizational commitment, employment practices, and training and development (see Figure 11.4).

Organizational Commitment

Catalyst, a research and advisory group, conducted a survey of 106 global companies to determine why these companies use diversity strategies as part of their overall business plan. Nearly 90 percent said their diversity program was designed to help them gain a competitive advantage. When the objective of the diversity initiative is to achieve a stronger competitive position, the commitment is usually quite strong.

Companies that see diversity programs as a quick-fix event—a one-day workshop that promotes the advantages of a diverse work force—often create greater, not less, divisiveness among workers. Companies that see diversity programs as a process know that the key to a successful diversity program is long-term commitment.
At Consolidated Edison, responsibility for diversity extends to the entire management team. Each of the 2,100 officers and managers is reviewed and compensated in part for his or her success in hiring, promoting, and retaining minorities. PepsiCo, the soft drink maker, links bonuses to diversity performance. Both of these companies made “America’s 50 Best Companies for Minorities” list published by *Fortune*.37

Coca-Cola Company has been a strong backer of civil rights, but it has not always been a model for diversity in corporate America. Former black employees sued the company, alleging vast discrepancies in pay, promotions, and performance evaluations. Reporting on the lawsuit, *BusinessWeek* said, “The cola giant needs a cultural overhaul. Just as Texaco needed to scrub its ‘oil rig’ culture clean of racism, Coke needs to scrap the insular environment that ex-employees say is dominated by good ol’ boys . . . .” After paying $192.5 million to settle a race discrimination class-action lawsuit in 2000, the company took steps to strengthen its diversity program. In 2002, Coca-Cola made the *Fortune* list of best companies for minorities.38

**Employment Practices**

To achieve workforce diversity, organizations need to design a plan that actively recruits men and women of different ethnicities, family situations, disabilities, and sexual orientations. Diversity should not be limited to race and gender. One approach is to make a special effort to plug into networks that are often ignored by corporate recruiters. Many communities have established groups such as the Center for Independent Living for those with limited abilities, the Family Service League for displaced homemakers and single parents, and Parents, Families, and Friends of Lesbians and Gays. All of these groups can help identify employees.

Organizations must also foster a climate for retention. Newly hired people who are different from the majority must often contend with an atmosphere of tension, instability, and distrust and may soon lose the desire to do their best work. Subtle biases often alienate these employees and create unnecessary stress. An organization that makes every effort to make all employees comfortable will reduce this stress and thus benefit from low turnover and high individual and team performance levels.

**Training and Development**

To develop a culture that values and enhances diversity, organizations need training programs that give managers and employees the tools they need to work more effectively with one another regardless of their backgrounds. These programs can also reduce an organization’s liability for discrimination.

Lockheed Martin Corporation launched an educational awareness program called “Diversity Dialogue: Building an Inclusive Workplace.” Managers receive training on how to lead diversity discussions. This effort recognizes that employees need to talk about diversity just as they might spend time talking about how to improve quality. Managers are also introduced to Lockheed’s new Diversity Maturity Model, which measures the company’s progress in creating an inclusive environment.39
Done well, diversity training programs can promote harmony, reduce conflict, and help give the organization a competitive advantage. Training programs that are poorly designed and delivered by incompetent trainers, however, can end up alienating and offending employees. Participants should learn specific behaviors that will not be condoned and the basic rules of civil behavior. We may not be able to stop people from bringing their prejudices to work, but they can learn to act as though they have none.

**Test Prepper 11.4, 11.5**

**True or False?**

___ 1. The more contact there is among culturally diverse individuals, the less likely that stereotypes based on myths and inaccurate generalizations will survive.

**Multiple Choice**

___ 2. The effects of failing to value diversity in the workplace include:
   a. lower employee turnover because of a more homogeneous work force.
   b. fewer complaints of discrimination.
   c. increased labor costs because of higher absenteeism and employee turnover.
   d. savings on labor costs.

___ 3. A powerful way to reduce intolerance in the workplace is to:
   a. reward managers who value and enhance diversity.
   b. reduce the number of ethnic food options in the company cafeteria.
   c. provide ways for employees of the same racial or ethnic backgrounds to socialize together informally at work.
   d. eliminate parental leave benefits.

___ 4. When thinking about what individual employees can do to enhance workplace diversity, it is important to remember that:
   a. men are more likely to be prejudiced than are women.
   b. examining one’s social conditioning only reinforces one’s prejudices.
   c. one cannot completely eliminate prejudices that have been held over a long period of time.
   d. being sensitive to differences between individuals indicates lingering prejudice.

___ 5. The three pillars of diversity are:
   a. age, gender, and race.
   b. race, employment practices, and promotion.
   c. age, training and development, and organizational commitment.
   d. employment practices, training and development, and organizational commitment.

___ 6. Most diversity programs that fail do so because:
   a. they lack support from the state and federal government.
   b. they are not comprehensive and do not have the full support of top management.
   c. they do not meet federal guidelines.
   d. they focus too much attention on race.
Explain the current status of affirmative action programs.

The Civil Rights Act of 1964 marked the beginning of antidiscrimination employment legislation. In an attempt to make up for past discrimination in the workplace, most organizations are required to take affirmative (positive) action to include women and racial minorities in the workforce (see Table 11.4). Various laws have been passed to expand the list of protected individuals beyond women and racial minorities. The updated list includes those who share the following characteristics:

- Sex/gender (women, including those who are pregnant)
- Racial or ethnic origin (not limited to those of color)
- Religion (special beliefs and practices: e.g., attire, holidays)
- Age (individuals over 40)
- Individuals with disabilities (physical or mental)
- Sexual orientation (some state and city laws, not federal laws)
- Military experience (Vietnam-era veterans)
- Marital status (same-gender couples; some state laws, not federal laws)

Affirmative action plans (AAPs) are the formal documents that employers compile annually for submission to various enforcement agencies, including the EEOC. The documents clarify the organizations’ efforts to actively seek out, employ, and develop the talents of individuals from the various protected classes. The affirmative action programs that fulfill the AAPs of many organizations include the following:

1. Active recruitment of women and minorities
2. Elimination of prejudicial questions on employment application forms
3. Establishment of specific goals and timetables for minority hiring
4. Validation of employment testing procedures

Affirmative action allowed a tremendous influx of diverse individuals through the front door of thousands of schools and organizations. Many were able to work their way into advanced, top-level positions. At the same time, however, affirmative action reinforced the historical view that the members of protected groups are not qualified for various positions and therefore need assistance just to get a job.

The Affirmative Action Debate

Many people say it is time to rethink affirmative action or even eliminate it. Recent political and legal interpretations of affirmative action have stimulated a nationwide debate over the merits of any program that grants preferential treatment to
The following are common arguments voiced by those who want to end preferential policies:  

- Preferences are discriminatory. They tend to discriminate against those who are not members of the “right” race or gender, such as white men. Preferential policies often give a leg up to those who have suffered no harm, while holding back those who have done no wrong.

- Preferences do not make sense, given changing demographics. The population eligible for affirmative action continues to grow several times faster than the “unprotected” population. Hugh Davis Graham, author of Collision Course, believes the future of affirmative action programs is threatened because of the explosive growth in the number of people immigrating to the United States. Recent immigrants are eligible for affirmative action programs originally designed to empower minorities.

Those who say affirmative action causes companies to hire and promote less qualified people fail to realize that the hiring process usually goes beyond the abilities, knowledge, and skills of the job candidate and includes additional merit-based factors, such as education and experience. When these factors are included in the hiring process, recipients of affirmative action are less likely to feel stigmatized. The way people react to a preferential selection procedure will often depend on how well it is structured and implemented.

### TABLE 11.4

**Organizations Subject to Affirmative Action Rules and Regulations**

- All private employers of 15 or more people who are employed 20 or more weeks per year
- All educational institutions, public and private
- State and local governments
- Public and private employment agencies
- Labor unions with 15 or more members
- Joint labor/management committees for apprenticeships and training

The concept of affirmative action and the means for implementing it will continue to be challenged in the courts for years to come. A recent Supreme Court ruling (*Grutter v. Bollinger*) states that an employer can legally give preferential treatment to applicants based on their race when the intent is to create a diverse workplace environment. However, if the hiring process resembles a quota system, which involves reserving a specific number of positions for protected class members, it will likely be considered illegal.

**Test Prepper 11.6**

**True or False?**

1. Affirmative action programs have completely failed to get an influx of diverse individuals into the workplace and higher education system.

2. In most cases an employer can legally give preference to applicants based on their race if the intention is to create a diverse workplace.

3. It is completely legal to have a hiring process that involves reserving a certain number of positions for protected class members.

**Multiple Choice**

4. Affirmative action programs in organizations are an outgrowth of which of the following?
   a. The Americans with Disabilities Act of 1991
   b. The companies’ organizational commitment to team building
   c. The Civil Rights Act of 1964
   d. The companies’ training and development agendas

5. One of the strongest arguments advanced by opponents of affirmative action is that:
   a. members of minority groups are often inferior workers.
   b. preferences are discriminatory.
   c. preferences help only white males.
   d. preemployment testing eliminates discrimination.
1. Define the primary and secondary dimensions of diversity.
   - Primary dimensions of diversity are core aspects of each individual; they include gender, age, race, physical and mental abilities, and sexual orientation.
   - Secondary dimensions are aspects that can be altered, including health habits, religious beliefs, ethnic customs, communication style, relationship status, income, general appearance, and education and training.

2. Explain how prejudiced attitudes are formed.
   - Prejudice is an attitude based partly on observation of others’ differences and partly on ignorance, fear, and cultural conditioning.
   - Prejudiced people tend to see others as stereotypes rather than as individuals.
   - Prejudicial attitudes are formed through the effects of childhood experiences, ethnocentrism, and economic factors.

3. Develop an awareness of the various forms of discrimination in the workplace.
   - Discrimination is behavior based on prejudicial attitudes.
   - Groups protected by law from discrimination in the workplace include people who share characteristics such as gender, age, race, abilities, religion, and sexual orientation.
   - More subtle discrimination can arise when individuals have different appearances or educational backgrounds. These subtle forms of discrimination may not be illegal, but they are disruptive to a productive work force.

4. Understand why organizations are striving to develop organizational cultures that value diversity.
   - A well-planned and well-executed diversity program can promote understanding and diffuse tensions.
   - To remain competitive, organizations must value the contributions of all of their diverse workers and make full use of their ideas and talents.

5. Identify ways in which individuals and organizations can enhance work force diversity.
   - Individuals can enhance diversity by letting go of their stereotypes and learning to critically and honestly evaluate their prejudiced attitudes as they work and socialize with people who are different.
   - Organizations must commit to valuing individual differences and implementing effective employment practices that respect and enhance diversity. Their diversity training programs should be an ongoing process rather than a one-time event. They need to seek out, employ, and develop employees from diverse backgrounds.

6. Explain the current status of affirmative action programs.
   - Affirmative action guidelines have helped bring fairness in hiring and promotion to many organizations.
   - Some people believe these guidelines are discriminatory because they allow preferential treatment for the people they were designed to protect. These preferences may no longer make sense, critics say, given the changing demographics of today’s work force.
Career Corner

Q: I am a call-center technician for a global computer manufacturer whose headquarters is in Simi Valley, California. My office is in New Delhi. We take calls from customers all over the world who are asking for help solving their computer problems. Although we have been trained to use simple semantics as we try to assess callers’ situations and offer them advice accordingly, some customers get irritated and verbally abusive when they realize English is my second language. My supervisor says that handling customers’ discriminatory behaviors is part of my job. I am the sole supporter of my family and must keep this job, as it is one of the best opportunities in New Delhi. Should I expect my employer to protect me from this verbal abuse, or is there a better way to handle these callers?

A: Your employers have a vested interest in keeping their customers and employees happy. Discriminatory behavior in any form can have a major effect on their competitive advantage in the global marketplace. Rest assured; they want to solve this problem. Talk with them and ask for training that will help you handle callers who may be making judgments about your competence before you are allowed to exhibit your knowledge and expertise.

Applying What You Have Learned

1. The “managing diversity” movement has raised the discussion of equal employment opportunity and affirmative action to a higher level. Consider the following comments by R. Roosevelt Thomas, Jr., which appeared in a Harvard Business Review article entitled “From Affirmative Action to Affirming Diversity”:

Managers usually see affirmative action and equal employment opportunity as centering on minorities and women, with very little to offer white males. The diversity I’m talking about includes race, gender, creed, and ethnicity but also age, background, education, function, and personality differences. The objective is not to assimilate minorities and women into a dominant white male culture but to create a dominant heterogeneous culture.44

What does “dominant heterogeneous culture” mean to you? Consider your former or current workplace. How would the atmosphere at work be different if Roosevelt got his wish? Be specific.

2. For one week, keep a diary that records every instance in which you see actions or hear comments that reflect outmoded, negative stereotypes. For instance, watch a movie, and observe whether the villains are all of a particular race or ethnic group. As you read textbooks from other courses you are taking, notice whether the pictures and examples reflect any stereotypes. Listen to your friends’ conversations, and notice any time they make unfair judgments about others based on stereotypes. Finally, reflect on your own attitudes and perceptions. Do you engage in stereotyping?

Share your experiences with class members, and discuss what steps you can take to help rid the environment of negative stereotyping.

3. Meet with someone who is a member of a racial or ethnic group different from your own, and attempt to build a relationship by discussing the things that are important to each of you. As you get to know this person, become aware of his or her beliefs and attitudes. Try not to be diverted by accent, grammar, or personal appearance; rather, really listen to the person’s thoughts and ideas. Search for things you and your new acquaintance have in common, and do not dwell on your differences.
Case 11.1

The Baggage of Bigotry

Bigots are people who are strongly partial to their own group, religion, race, lifestyle, and so on and intolerant of those who differ from them. Bigotry, prejudiced attitudes expressed through intolerant behaviors, has long been a part of American history, as witnessed by slavery, anti-gay hate crimes, anti-Semitism, and terrorist stereotyping. Bigoted ideas do not arise spontaneously; they are learned. If they are learned, they can be changed.

The "No Place for Hate" campaign in the Houston, Texas, schools was designed to help young people respect diversity. The hope is that if children learn this lesson early enough, they will reject bigotry for life and thereby rid the world of this historical baggage. Jordan's Queen Rania attended an English school in her native Kuwait that had children from Europe, Africa, the Far East, and the United States. She acknowledges that her interactions with the children from various cultures helped her realize that those things that make everyone similar far outweigh those things that make them different. At the end of the day, everyone wants the same thing out of life.

Research shows that prejudiced attitudes are fluid and that when we become conscious of our bigotry, we can take active and successful steps to combat it. In experiments, researchers have discovered that as
people become consciously aware of their prejudices, they feel guilty and try harder to rid themselves of them. Once you become aware of your bigoted tendencies, feel guilty about them, and have the desire to overcome them, the cure is meaningful contact with and knowledge about different cultures.

Today it is easy to obtain information about different countries and cultures through the Internet, TV news, and journalists’ reports from various regions of the world. As neighborhoods are integrated with various cultures from around the world, people learn to live with and respect their neighbors’ traditions. Biases change when members of racially mixed groups cooperate to accomplish shared goals.45

Questions
1. Do any of your family members exhibit bigotry? If so, where do you believe those attitudes originated? Do you share the same beliefs? Why or why not?
2. Do bigots come in only one color? Explain your reasoning.
3. Is racial profiling a form of bigotry? Explain your reasoning.
4. What would the workplace be like if we could end bigotry? What would the world be like? Where do we start this process?
Many people are fortunate to work for a company that encourages telecommuting to balance work/life commitments or simply to allow employees to enjoy things that are important to them. When possible, this employee likes to combine work with an opportunity to enjoy nature.

1. Define success by standards that are compatible with your needs and values.
2. Describe new models for success that provide work/life balance.
3. Discuss the meaning of right livelihood.
4. Describe four nonfinancial resources that can enrich your life.
“If you want to be successful, you have to take 100% responsibility for everything that you experience in your life.”
—Jack Canfield

Chapter Outline

- **Redefining Our Work Lives**
  - Toward a New Definition of Success
- **New Models of Success**
  - One-Dimensional Model
  - Loss of Leisure Time
  - Developing Your Own Life Plan
- **Toward Right Livelihood**
  - Right Livelihood Is Based on Conscious Choice
  - Right Livelihood Places Money in a Secondary Position
  - Right Livelihood Recognizes That Work Is a Vehicle for Personal Growth
  - Defining Your Relationship with Money
- **Defining Your Nonfinancial Resources**
  - Physical and Mental Health
  - Education and Training (Intellectual Growth)
  - Leisure Time
  - Healthy Spirituality
- **Developing a Healthy Lifestyle**
  - Guidelines for a Healthy Diet
  - Improving Your Physical Fitness
- **Planning for Changes in Your Life**
  - The Power of Habits

Provide guidelines for developing a healthy lifestyle.

Develop a plan for making needed changes in your life.

Planning for Work/Life Balance

It seems like only yesterday that job seekers were searching for employment with companies that offered the promise of a big paycheck. Job security was not the most important element of the compensation package. Then came September 11, the tech crash, Enron, layoffs, and concerns about Social Security. Now long-term benefits such as health insurance and retirement plans are very important to soon-to-be college graduates. Universum, a research and consulting firm, conducted a survey of 29,046
undergraduates in all fields of study and discovered a changing pattern of job expectations. The CEO of Universum, reflecting on the research findings, said, “This generation is really trying to take their future in their own hands, and do something about it.”

This generation is also giving greater attention to work/life balance. In fact, this employer attribute is usually the most important element of the compensation package. Many of today’s job seekers have grown up in homes where one or both parents worked long hours and were often cut off from family life. They are questioning a lifestyle that is characterized by long hours at work, infrequent vacations, and loss of leisure time. Many observers of the American scene say you can have a good job or a life, but not both. Maybe this new generation of workers will prove these skeptics wrong.

In this chapter we help you construct a life plan that will enhance your relationships with people in your personal life and in your work life. This plan will also help you better manage the relationship you have with yourself. We discuss the meaning of success and suggest ways to cope with major disappointments that will surface in your work life. You will learn how to avoid being trapped by a lifestyle that offers financial rewards but little else. This chapter also helps you define your relationship with money and describes four nonfinancial resources that give meaning to life. Finally, you will learn how to develop the mental and physical fitness needed to keep up in today’s frantic, fast-paced world.

Redefining Our Work Lives

1 Define success by standards that are compatible with your needs and values.

In Chapter 1 we noted that the labor market has become a place of churning dislocation caused by the heavy volume of mergers, acquisitions, business closings, bankruptcies, and downsizings. General Motors and Ford Motor Company recently added an exclamation point to this dire development when they announced plans to shed 60,000 workers. We also noted that changing work patterns have created new opportunities and new challenges. For example, the demand for temporary workers has increased.

It is important to visualize a future filled with sharp detours and several redefinitions of our work lives. Tom Peters, noted author and consultant, was one of the first observers to recognize that a typical career path is no longer linear and is not always upward. He says, “It’s more like a maze, full of hidden turns, zigs and zags that go in all sorts of directions—even backwards sometimes, when that makes sense.” The dream of finding job security and knowing that we have “arrived” is obsolete.

Toward a New Definition of Success

Most of us have been conditioned to define success in narrow terms. Too frequently we judge our own success, and the success of others, by what is accomplished at work. Successful people are described as those who have a “good job,”
“make good money,” or have “reached the top” in their field. We sometimes describe the person who has held the same job for many years as successful. We do not stop to consider that such a person may find work boring and completely devoid of personal rewards.

From early childhood on many people are taught to equate success with pay increases and promotions. Too often, unfortunately, people who try to achieve these career goals are forced to give up everything else that gives purpose and meaning to their lives. Po Bronson, author of What Should I Do with My Life?, says more people need to search for work they are passionate about. His best-selling book profiles fifty-five people who struggled to find their calling. One of the persons he interviewed was Ann Miyhares, a Cuban American who made her family proud by becoming a senior vice president at a bank, but lost their respect when she exchanged her banking career for that of a social worker.

## New Models of Success

**New Models of Success**

2. Describe new models for success that provide work/life balance.

In recent years, a growing number of people are angry, disillusioned, and frustrated because they have had to abruptly change their career plans. They gave their best efforts to an employer for ten, fifteen, or twenty years, and then the company eliminated their jobs. For years the firm said, “Take care of business and...”

Stella Ogiale is a self-styled socio-capitalist. With a small loan from her sister, a small amount of birthday money, and earnings from a night job at UPS, she founded Chesterfield Health Services. Her company provides home care to mentally or physically disabled patients.
we’ll take care of you," but then the situation changed. Under pressure from new global competition, hostile takeovers, and the need to restructure, companies started getting rid of experienced workers. The unwritten and unspoken contract between the company and the employee was broken. Many of the people who lost their jobs during the past decade were once told that if they had ambition and worked tirelessly to achieve their career goals, success would be their reward. But the “reward” for many people has been loss of a job, loss of self-esteem, and increased anxiety about the future.

We should certainly feel sympathy for persons who have lost their jobs and watched their dreams dissolve. But there is another group of people who also merit our concern. These are the persons who still have a job (the survivors), but must work harder and give up leisure time and quality time with friends and family.

It is inspiring to look at a different way of living. When Jeff Soderberg founded Software Technology Group, a technology consulting business based in Salt Lake City, he created a new model of success. His company provides employees with plenty of time to have a life. He doesn’t believe there is a correlation between time spent at work and success. He refuses to hire workaholics, and in an industry where 80-hour workweeks are common, he tells new hires, “We expect a 40-hour workweek.” Soderberg sets a good example by frequently taking time off during the week to enjoy rock climbing in the nearby canyons.5

**One-Dimensional Model**

The traditional success model defined success almost exclusively in terms of work life. The model emphasized working long hours, reaching work-related goals, and meeting standards often set by others.

The old model of success required us to be “one-dimensional” people for whom work is the single dimension. In the life of such a person, everything that has meaning seems to be connected to the job. When a person defines himself or herself by a job and then loses that job, what does that person have left? Of course, the loss of a job encourages some people to search for meaning beyond their work.

**Loss of Leisure Time**

Throughout history Americans have burdened themselves with a very demanding work ethic. They spend more time on the job than employees in any other industrialized nation. What’s more, downsizing efforts have left fewer people to do the same amount of work, so many people are working even harder. Most of these workers yearn for more leisure time.
U.S. workers not only work long hours, but they spend less time on vacation than do workers in most other industrialized countries. A typical American worker averages about 13 vacation days a year, including public holidays.

By comparison, workers in Germany, France, and Italy take 35 to 40 vacation days each year.

In addition, American workers, equipped with cell phones, pagers, and Palm Pilots, are often too accessible during their vacations. There is a growing sense, matched by growing reality, that our work is always with us, demanding our attention.

Some of America’s best-managed companies realize the negative consequences of long hours on the job and loss of leisure time. The director of human resource strategy and planning for Merck and Company says, “You can’t build an effective company on a foundation of broken homes and strained personal relationships.” A senior executive at Pricewaterhouse-Coopers says, “We want the people who work for our firm to have lives outside Price Waterhouse—people with real lives are well rounded, and well-rounded people are creative thinkers.”

Developing Your Own Life Plan

The goal of this chapter is to help you develop a life plan for effective relationships with yourself and others. The information presented thus far has, we hope, stimulated your thinking about the need for a life plan. We have noted that personal life can seldom be separated from work life. The two are very much intertwined. We have also suggested that it is important for you to develop your own definition of success. Too frequently people allow others (parents, teachers, counselors, a spouse) to define success for them. Finally, as you begin work on your life plan, keep in mind the following advice from Jack Canfield, author of The Success Principles:

If you want to be successful, you have to take 100% responsibility for everything that you experience in your life. This includes the level of your achievements, the results you produce, the quality of your relationships, the state of your health and physical fitness, your income, your debts, your feelings—everything!

Because work is such an important part of life, we now move to a discussion of items that will help you in your career planning. We discuss the concept of “right livelihood.”
Toward Right Livelihood

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1. Discuss the meaning of right livelihood.

At age 45 Vera Shanley closed her lucrative medical practice in Atlanta and moved to a small farm near Hillsborough, North Carolina. She had a busy practice and good friends, but she was working 60 to 80 hours a week and thinking about passions that needed to be explored. Now she travels to Third World countries as a volunteer with Interplast, a nonprofit agency that performs free facial reconstructive surgeries on needy people. When she is back home, she works several hours a day as a potter and raises tomatoes and flowers.10

Vera Shanley, like many other people, has been searching for “right livelihood.” The concept of right livelihood is described in the core teachings of Buddhism. In recent years, the concept has been described by Michael Phillips in his book *The Seven Laws of Money* and by Marsha Sinetar in her book *Do What You Love . . . The Money Will Follow*. **Right livelihood** is work consciously chosen, done with full awareness and care, and leading to enlightenment. Barbara Sher, contributor to
New Age magazine, says right livelihood means that you wake up in the morning and spend all day working at something you really want to do.\textsuperscript{11}

For Stephen Lyons, the search for right livelihood began when he fell on hard times—divorce, unemployment, and bankruptcy. He came from a family of blue-collar tradesmen, none of whom had attended college. He trained as an electrician and had steady work until a recession created large-scale unemployment in the San Francisco area. Finally, he convinced a small college that he could repair their cranky air-conditioning system and ended up with a job and the opportunity to earn a business degree at the school. With more education, he felt confident to start a business installing home solar-power systems. Creating renewable energy has turned out to be a form of right livelihood for Lyons.\textsuperscript{12}

There are three characteristics to right livelihood:

1. Choice
2. Emphasis on more than money
3. Personal growth

**Right Livelihood Is Based on Conscious Choice**

Marsha Sinetar says, “When the powerful quality of conscious choice is present in our work, we can be enormously productive.”\textsuperscript{13} She points out that many people have learned to act on what others say, value, and expect and thus find conscious choice very difficult:

> It takes courage to act on what we value and to willingly accept the consequences of our choices. Being able to choose means not allowing fear to inhibit or control us, even though our choices may require us to act against our fears or against the wishes of those we love and admire.\textsuperscript{14}

To make the best choices, you must first figure out what you like to do, as well as what you are good at doing. What you like doing most is often not obvious. It may take some real effort to discover what really motivates you. Students often get help from career counselors or explore a career option during a summer internship. If you are employed, consider joining a temporary project team. A team assignment provides an opportunity to work with persons who perform very different types of duties. You might also consider reassignment within your organization.

**Right Livelihood Places Money in a Secondary Position**

People who embrace right livelihood accept that money and security are not the primary rewards in life. Michael Phillips explains that “right livelihood has within itself its own rewards; it deepens the person who practices it.”\textsuperscript{15} For example, people who work in the social services usually do not earn large amounts of money, but many receive a great deal of personal satisfaction from their work. You may need to trade some income for self-expression, mental rewards, or some other form of personal satisfaction. Vera Shanley may not make much money as a potter, but the work provides enormous personal satisfaction.

Many people who once viewed success in terms of wealth, material possessions, and status are realizing that something is missing from their lives. They do not feel successful. They once felt pressured to “have it all” but now feel disappointed that their achievements have not brought them real happiness.
Right Livelihood Recognizes That Work Is a Vehicle for Personal Growth

Most of us spend from 40 to 60 hours each week at work. Ideally, we should not have to squelch our real abilities, ignore our personal goals, and forget our need for stimulation and personal growth during the time we spend at work. Most employees know intuitively that work should fulfill their need for self-expression and personal growth, but this message has not been embraced by many leaders. Too few organizations truly empower workers and give them a sense of purpose. When employees feel that the company’s success is their own success, they will be more enthusiastic about their work.

The search for right livelihood should begin with a thoughtful review of your values. The values clarification process (see Table 4.1) should be completed before you interview for a job. Mark Buzek, a graduate of Ohio State University, decided not to take a job that would require frequent relocation and excessive travel. Although he is not married, he has strong ties with his parents, two sisters, and a brother in Ohio. Staying close to family members is an important value in his life.

When a job fails to fulfill your expectations, consider changing jobs, changing assignments, or changing careers. If the job isn’t right for you, your body and your mind will begin sending you messages. When you begin feeling that something is lacking, try to answer these basic questions: What is making me feel this way? What, exactly, about my current position is unpleasant? Choosing a satisfying career and lifestyle requires understanding what contributes to your job satisfaction. Self-exploration and continual evaluation of your needs, goals, and job satisfaction are important. Don’t wait for a crisis (layoff) to clear your vision.

Defining Your Relationship with Money

Money is a compelling force in the lives of most people. It often influences the selection of a career and the commitment we make to achieve success in that career. Sometimes we struggle to achieve a certain economic goal only to discover that once we got what we wanted, it didn’t fulfill us in the way we had hoped. Money does not create or sustain happiness. Happiness comes from social relationships, enjoyable work, fulfillment, a sense that life has meaning, and membership in civic and other groups.

Many people struggle with money management decisions and seem unable to plan for the future. The personal savings rate in America is at a record low, and the household debt burden is at a record high. After many years of decline, our savings rate is down to about 1 percent of our income, the world’s lowest. Many people are ill prepared to cope with the financial drain that comes with loss of one’s job or a serious health problem that is not covered by medical insurance. We are also a nation of hyperconsumers, “living way beyond our means and seemingly helpless to save ourselves,” according to Geoffrey Colvin, senior editor of Fortune magazine.

True Prosperity

The way we choose to earn, save, and spend our money determines, in large measure, the quality of our lives. For example, if you think that having more money is going to produce happiness or peace of mind, will you ever earn enough? Shakti Gawain, author of Creating True Prosperity, says that more money does not necessarily bring greater freedom, fewer problems, or security. Rather, “Prosperity is the experience of having plenty of what we truly need and want in life, material and otherwise.” Gawain says, “The key point to understand is that prosperity is an
internal experience, not an external state, and it is an experience that is not tied to having a certain amount of money."^{21} Many of us go through life unconscious of our own real needs and desires. We must learn to predict more accurately what will give us lasting pleasure instead of short-term pleasure.\textsuperscript{22}

**Mature Money Management**

Many people do not have a mature relationship with money. They spend everything they earn and more, and then have bouts of financial anxiety. People who are deep in debt often experience symptoms of depression. Money issues continue to be the number one cause of divorce in the United States. Space does not permit a comprehensive examination of money management, but here are some important suggestions from Jonathan Clements, an expert on financial planning.\textsuperscript{23}

- **Develop a personal financial plan.** With a financial plan, you are more likely to achieve your financial goals. Without a plan, you are likely to follow a haphazard approach to management of your finances. A key element of your plan is determining where your income is going. With a simple record-keeping system, you can determine how much you spend each month on food, housing, clothing, transportation, and other things. Search for spending patterns you may want to change.

- **Spend less than you earn.** Most people who spend more than they earn are buying things they do not really need. They need to get off the earn-and-spend treadmill. One way to spend less than you earn is to establish spending

**HUMAN RELATIONS IN ACTION**

**Plan to Win the Lottery?**

Chances are, you won’t win the lottery anytime soon. You can, however, build a large fund with a regular savings plan. A mixture of the following three things can produce amazing results:

- A small amount of money
- An average rate of return
- A period of time for your investment to grow

Steve Moore of the Cato Institute and Tom Kelly of the Savers and Investors Foundation provide a simple illustration of the stunning results that can be achieved. If your parents placed $1,000 in a mutual fund in 1950, and the money was allowed to grow at the stock market’s average rate of return, they would now have more than $218,000. This is a reminder that fortunes can be made even by low-wage earners who save regularly during their working years.

**TOTAL PERSON INSIGHT**

Julie Connelly Contributing Editor, *Fortune*

“Keep in mind that there is no harder work than thinking—really thinking—about who you are and what you want out of life. Figuring out where your goals and your skills match up is a painful, time-consuming process.”
guidelines. For example, plan to save at least 10 percent of your pretax income every year for retirement. (Ten percent is the minimum recommended by most financial planners.)

- Maintain a cash cushion. If you lost your job today, how long could you live on your current cash reserves? Financial consultants suggest that cash reserves should be equal to the amount you earn during a two- or three-month period.

Many people do not think about financial compatibility before or after marriage. When couples talk about financial issues and problems, the result is usually less conflict and smarter financial decisions. David Bach, author of several books on financial planning, helps couples achieve financial compatibility. He has the partners start by writing down what’s most important to each of them—their five top values. They are also instructed to write down what the purpose of money is. He says, “Smart financial planning is more than a matter of numbers; it involves values first and stuff second.”

Com-Corp Industries, a manufacturing plant based in Cleveland, Ohio, sees personal money management skills as one key to reducing conflict in the workplace. Employees who cannot live within their means are often under great stress and are more likely to experience interpersonal problems at work and at home. The company provides employees with classes on such subjects as developing a household budget and wise use of credit.

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**Test Prepper 12.3**

**Multiple Choice**

1. In his late 30s, Jerry quits his lucrative career in engineering to attend seminary and become an ordained minister. His ministerial salary is less than half, and his work hours are one-third more, compared to his engineering work. Jerry is happy that he made a conscious, careful career switch that led him to personal fulfillment and enlightenment. Jerry’s career change is an example of:
   a. religious awakening.
   b. work repudiation.
   c. conscious enlightenment.
   d. right livelihood.

2. Liu is an associate professor at a college that emphasizes teaching over research. Even though Liu will not receive recognition from her employer for her ongoing projects, she continues research in her academic discipline, publishes papers in academic journals, and presents her discoveries at professional conferences. “I love to find evidence of new trends and to share them with my colleagues,” Liu says. Which principle of right livelihood does Liu’s behavior best exemplify?
   a. Right livelihood is based on career choice.
   b. Work is a vehicle for personal growth.
   c. Right livelihood places money in a secondary position.
   d. Fame is more important than fortune.

3. Diego contributes regularly to his IRA account, rewrites his budget for next year as soon as he receives his annual raise, and knows about when he will have accumulated enough savings to afford a down payment on his dream home. Which aspect of prudent money management does Diego’s behavior exemplify best?
   a. Determining where income is going
   b. Developing a personal financial plan
   c. Spending beyond one’s means
   d. Being cautious about using the services of banks and other financial institutions

4. If your parents placed $1,000 in a mutual fund in 1950 and the money was allowed to grow at the stock market’s average rate of return, you would have:
   a. $3,000.
   b. $4,500.
   c. over $200,000.
   d. over $100,000.
Defining Your Nonfinancial Resources

4 Describe four nonfinancial resources that can enrich your life.

If you become totally focused on your financial resources, then chances are you have ignored your nonfinancial resources. And it is often the nonfinancial resources that make the biggest contribution to a happy and fulfilling life. A strong argument can be made that the real wealth in life comes in the form of good health, peace of mind, time spent with family and friends, learning (which develops the mind), and healthy spirituality. Paul Hwoschinsky, author of True Wealth, makes this observation about nonfinancial resources: “If you are clear about who you are, and clear about what you want to do, and bring your financial and nonfinancial resources together, it’s extraordinary what can happen. I encourage people to really honor their total resources, and magical things happen. New options occur.”

If you focus most or all of your attention on work and you suffer a major work-related disappointment, then the result is likely to be feelings of depression and despair. Thoughts such as “Now I have lost everything” can surface when you fail to get a promotion, find out that you were not selected to be a member of a special project team, or learn that your job has been eliminated. But if you fully understand the power of your nonfinancial resources, then work-related disappointments are easier to cope with. The starting point is to realize that most of your resources are nonfinancial. During periods of great uncertainty, it is especially important that you think about your nonfinancial assets and consider ways to enhance them. We briefly discuss four nonfinancial resources that can enrich your life: physical and mental health, education and training (intellectual growth), leisure time (time for family, socializing, recreation), and healthy spirituality (see Figure 12.1).

FIGURE 12.1
Put Balance in Your Life

<table>
<thead>
<tr>
<th>FINANCIAL RESOURCES</th>
<th>NONFINANCIAL RESOURCES</th>
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<tbody>
<tr>
<td>• Compensation from work</td>
<td>• Physical and mental health</td>
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<tr>
<td>• Business profits</td>
<td>• Education and training</td>
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<tr>
<td>• Income from interest earned</td>
<td>• Leisure time</td>
</tr>
<tr>
<td>• Income from investments</td>
<td>• Healthy spirituality</td>
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Physical and Mental Health

Is the statement “Health means wealth” just a worn-out cliché, or is this slogan a message of inspiration for people who want to get more out of life? If good health is such an important nonfinancial asset, then why are so many people flirting with self-destruction by eating the wrong foods, drinking too much, exercising too little, and generally choosing unhealthy lifestyles? The answer to the second question may be lack of awareness of the benefits of physical fitness. Here are a few benefits of a modest exercise program.27

- There is an interrelationship between health and outlook on life. For example, when the physical body is fit, toned, and strong, this condition has a positive effect on the mind. We are more likely to experience higher levels of self-esteem, feel a greater sense of self-confidence, and have a more positive outlook on life.

- Regular exercise and a healthy diet produce greater mental clarity, a higher energy level, and a more youthful appearance. Even low-intensity exercise such as walking can result in weight loss and reduction in the death rate from coronary artery disease and stroke.

Increasingly, incentives are being used to encourage employee participation in some type of health promotion program. A study conducted by Hewitt Associates found that half of the 960 large companies surveyed believe that employees who make a reasonable effort to manage their health should be rewarded.28

Education and Training (Intellectual Growth)

The new economy thrives on a well-educated and well-trained work force. It rewards workers who take personal responsibility for their learning. The need to continually update, train, and develop yourself has never been greater. Here are some tips on how to acquire the skills and abilities you need:

- Think of yourself as a unique brand. In Chapter 3 we noted that branding can play a crucial role in your career success. Developing a strong personal brand requires giving attention to several things, one of which is staying competent. To do this you must build your strengths and try to overcome your weaknesses. The authors of What Every Successful Woman Knows say, “Build your brand and toot your own horn—a lot.”29

- Be selective in what you learn. Learning often requires large amounts of time and energy, so consider carefully what knowledge or skill will generate the most improvement.

- Take advantage of various learning pathways. It helps to think of your job as a learning resource. Take full advantage of instructional programs offered by your employer. Volunteer for team assignments that will provide new learning opportunities. Peter Senge, author of The Fifth Discipline, says the fundamental learning unit in any organization is a team.30 And look outside the company at community college classes or programs offered by Toastmasters, Dale Carnegie, or other organizations.

In his best-selling book The Art of Happiness, the Dalai Lama says the role of learning and education in achieving happiness is widely overlooked. He notes that
numerous surveys have conclusively found that higher levels of education have a positive correlation with better health and a longer life, and even protect us from feelings of depression.31

**Leisure Time**

Leisure time can provide an opportunity to relax, get rid of work-related stress, get some exercise, spend time with family and friends, or simply read a good book. Many people cherish leisure time, but experience schedule creep. *Schedule creep* is the tendency of work to expand beyond the normal work schedule and replace available leisure time. It often surfaces in small symptoms—an extra hour or two here, a weekend worked there.32

If you are working for a workaholic, someone who may have given up all or most of his or her leisure time, you may be pressured to work at the same pace. If your boss is constantly trying to meet impossible deadlines and deal with last-minute rushes, you may feel the need to give up time for recreation or family. If this happens, try to identify the consequences of being overworked. Look at the situation from all points of view. If you refuse to work longer hours, what will be the consequences for your relationship with the boss, your relationship with other employees, your future with the organization?33 You have choices, but they may be difficult ones. If it looks as though the pressure to work longer hours will never end, you may want to begin searching for another job.

Is it worth taking some risks to protect the leisure time you now have? Should you increase the amount of leisure time available in your life? Consider the following benefits of leisure time:

- As we noted previously in this text, maintaining social connections with friends and family can be good for your health. A growing number of studies show that if you have strong and fulfilling relationships, you may live longer, decrease your chances of becoming sick, and cope more successfully when illness strikes.34 Time spent with friends and family can be a powerful source of mental and physical renewal.

- One of the best ways to feel satisfied about your work is to get away from it when you begin to feel worn out. People who take time off from work often return with new ideas, a stronger focus, and increased energy. When you discover that end-of-the-week exhaustion is still hanging around Monday morning, it’s time to take some vacation or personal days.35

- A growing body of research indicates that the American trend toward skipping vacations is hazardous. People who skip vacations have a higher risk of death from heart disease and other serious health problems.36 You need time away from work to relax, renew your creative powers, and reduce your level of stress.

- Find some quiet time for yourself each day. You might use it to meditate, take the dog for a walk, or just sit quietly. Use this time to nourish yourself and bring balance to your life.

If you want more leisure time, then you must establish your priorities and set your goals. This may mean saying no to endless requests to work overtime or rejecting a promotion. Sometimes you must pull back from the endless demands of work and “get a life.”
Healthy Spirituality

A discussion of nonfinancial resources would not be complete without an introduction to healthy spirituality. To become a “whole” or “total” person requires movement beyond the concrete, material aspects of life to the spiritual side of the human experience. Healthy spirituality can bring a higher degree of harmony, wholeness, and meaning to our lives and move us beyond self-centeredness.

**Spirituality** can be defined as an inner attitude that emphasizes energy, creative choice, and a powerful force for living. It involves opening our hearts and cultivating our capacity to experience reverence and gratitude. It frees us to become positive, caring human beings.

Spirituality encompasses faith, which can be described as what your heart tells you is true when your mind cannot prove it. For some people, faith exists within the framework of a formal religion; for others it rests on a series of personal beliefs such as “Give others the same consideration, regard, kindness, and gentleness that you would like them to accord you.”

A special report entitled *Spirituality 2005*, published by *Newsweek*, indicates that 24 percent of those polled described themselves as spiritual but not religious; 55 percent described themselves as religious and spiritual.

An understanding of the many aspects of spirituality can give us an expanded vision of what it means to be human. Although spirituality is often associated with religion, it should be viewed in broader terms. Robert Coles, of Harvard Medical School, likes a definition of spirituality given to him by an 11-year-old girl:

> I think you’re spiritual if you can escape from yourself a little and think of what’s good for everyone, not just you, and if you can reach out and be a good person—I mean live like a good person. You’re not spiritual if you just talk spiritual and there’s no action. You’re a fake if that’s what you do.

The words of this young girl remind us that one dimension of spirituality involves showing concern and compassion for others. Thomas Moore, author of the best-selling book *Care of the Soul*, says, “To be spiritual means to mature to a point beyond limited self-interest and anxiety about self.” Healthy spirituality involves acts of generosity, sharing, and kindness.

Many companies, large and small, feel that healthy spirituality can enhance the ethical dimensions of the business.

The philosophy of Worthington Industries is expressed in a single sentence: “We treat our customers, employees, investors and suppliers as we would like to be treated.”

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**TOTAL PERSON INSIGHT**

The Dalai Lama  Coauthor, *The Art of Happiness*

“Spirituality I take to be concerned with those qualities of human spirit—such as love and compassion, patience, tolerance, forgiveness, contentment, a sense of responsibility, a sense of harmony—which bring happiness to both self and others.”
Allied Holdings Inc., Herr Foods Inc., and many other companies have hired chaplains to provide needed support and counseling to their employees.\textsuperscript{43}

Lotus Development Corporation formed a “soul” committee to examine the company’s management practices and values. The company wants to find ways to make the work environment as humane as possible.\textsuperscript{44}

Will the growing interest in healthy spirituality influence education? We are already seeing changes in some professional education programs. More than fifty medical schools across the United States have incorporated spirituality into their coursework. One objective of these programs is to develop medical students’ empathy for patients.\textsuperscript{45}

Many activities can be considered spiritual. Visiting an art gallery, listening to a concert, or walking near the ocean can stimulate healthy spirituality. Table 12.1 describes some ways to begin your journey to healthy spirituality.

Healthy spirituality can often serve as a stabilizing force in our lives. The various twelve-step programs (Alcoholics Anonymous is one example) emphasize the need for a spiritual connection. “Working the steps” means, among other things, turning life over to a higher power. This spiritual connection seems to give hope to persons who feel a sense of loneliness and isolation.

For many people, a commitment to a specific religion is an important dimension of spirituality. Active membership in a religious group provides an opportunity to clarify spiritual values and achieve spiritual direction. It also provides social connections—an extended family that you can depend on for social support.\textsuperscript{46}

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\textbf{TABLE 12.1} \\
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As interest in healthy spirituality grows, people are searching for ways to become more spiritual. The following spiritual practices draw our focus away from ourselves and the anxieties in our lives.

- **Meditation** Oprah Winfrey described the powerful influence of meditation this way: “There is no greater source of strength and power for me in my life now than going still, being quiet and recognizing what real power is.”

- **Prayer** Dr. Larry Dossey, physician and author of numerous books on the role of spirituality in medicine, says prayer can be a powerful force in our lives. Prayer groups have been established at many organizations.

- **Spiritual Reading** In addition to sacred readings, consider Healing and the Mind by Bill Moyers, The Soul of a Business by Tom Chappell, and The Hungry Spirit by Charles Handy.

- **Time with Nature** Spiritual contemplation during a walk in the woods or a visit to a quiet lake can help us balance mind, body, and spirit.

Developing a Healthy Lifestyle

5. Provide guidelines for developing a healthy lifestyle.

Earlier in this chapter we noted that a healthy lifestyle can provide a higher energy level, a greater sense of self-confidence, and generally a more positive outlook on life. People who maintain good health usually have more endurance, spend less time feeling tired or ill, and miss less work than persons who are not healthy. Good health is receiving greater attention today because many Americans are investing more time and energy in their work. They are being asked to work longer hours and do more in less time. Good health can help combat stress and tension at work and at home.

The first step toward adopting a healthy lifestyle is to become well informed—to read, study, and learn what can be done to maintain your current level of health or improve your health. In this section we offer guidelines that form the framework for a good diet and a good exercise program.

Guidelines for a Healthy Diet

Eating the right foods can improve your health, boost your energy level, and in some cases extend your life. The link between health and diet is quite clear. We will review several important dietary guidelines.

Test Prepper 12.4

True or False?

1. Nonfinancial resources often make the biggest contribution to a fulfilling life.

2. People experience schedule creep when their work expands beyond their normal schedule and begins to replace available leisure time.

Multiple Choice

3. Although she has accumulated few assets and earns very little, Sophia’s physical and mental health are outstanding; she is a lifelong learner; she uses her leisure time wisely; and she displays healthy spirituality. Sophia is wealthy in terms of:
   a. nonfinancial resources.
   b. current resources.
   c. fiduciary resources.
   d. insignificant resources.

4. Walt constantly takes continuing education courses related to his profession so that he can increase his value as a professional. Walt’s philosophy best reflects which aspect of intellectual growth?
   a. Learning about as wide as possible a range of subjects
   b. Taking advantage of various learning pathways
   c. Thinking of oneself as a unique brand
   d. Viewing one’s career as a means to healthy spirituality

5. Dave and Becky spend one Saturday per month helping Habitat for Humanity build homes for poor families in their hometown. Their activity most likely directly enhances their:
   a. disposable income.
   b. career marketability.
   c. spiritual health.
   d. intellectual growth.

Answers can be found on p. 317

ACE the Test
ACE and ACE+ Practice Tests
Maintain a Diet That Is Balanced and Varied

Recently the U.S. Department of Agriculture (USDA) published the MyPyramid, an individualized approach to improving diet and lifestyle (see Figure 12.2). A new USDA website (www.mypyramid.gov) allows consumers to enter their age, sex, and activity level and get back a tailored personal diet. For example, here are the daily recommendations for a 30-year-old female who gets less than 30 minutes of exercise a day:

- Grains: 6 ounces
- Vegetables: 2.5 cups
- Fruits: 1.5 cups
- Milk: 3 cups
- Meat & Beans: 5 ounces
- Oils: 5 teaspoons

This customized plan is based on an estimated requirement of 1,800 calories a day. Everyone should monitor their body weight to determine if they need to adjust calorie intake.47

Eating a variety of foods is important because you need more than forty different nutrients for good health: vitamins and minerals, amino acids (from proteins), essential fatty acids (from fats and oils), and sources of energy (calories from carbohydrates, fats, and proteins). The number of servings you need each day depends

FIGURE 12.2
U.S. Department of Agriculture’s MyPyramid
Source: United States Department of Agriculture.
on your total calorie intake. The type of foods you eat is also very important. Whole grains should be substituted for refined grains, and dark greens such as broccoli and kale represent a preferred vegetable food group. These foods help reduce the risk of developing diabetes and heart disease and help with weight maintenance.

Reduce Calorie Intake
Over 65 percent of Americans are overweight, and these added pounds increase the risk of heart disease, cancer, and diabetes. Inactivity combined with diets high in calories, salt, and fats will soon be the number one cause of preventable deaths. Americans are putting on extra pounds much earlier and faster than they did in previous generations. Control of weight is fundamentally simple—calories in versus calories out. If you eat 100 more calories a day than you burn, you gain about 1 pound in a month, or about 10 pounds in a year.48

Cut Down on Fatty Foods
The foods that are popular with many Americans are relatively high in fat, especially saturated fat, which contributes to high blood cholesterol levels. Many restaurant foods are high in fat because it gives menu items the flavor people often seek when eating out. Heart disease and certain kinds of cancer are byproducts of foods that contain highly saturated fats. Avoid foods that include partially hydrogenated oils—better known as trans fats. These artery-clogging fats can be very harmful to your health. Although diet is the most important factor in lowering cholesterol, exercise can help.

Eat Foods with Adequate Starch and Fiber
Foods high in starch, such as breads made with whole grains, dry beans and peas, and potatoes, contain many essential nutrients. Many starches also add dietary

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<thead>
<tr>
<th>TABLE 12.2</th>
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<tr>
<td>Low-Fat Snack Choices</td>
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<tr>
<td>Saturated Fat (grams)</td>
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<td>------------------------</td>
</tr>
<tr>
<td>Quaker Lightly Salted Rice Cakes</td>
</tr>
<tr>
<td>Barbara’s Rite Lite Rounds (crackers)</td>
</tr>
<tr>
<td>Healthy Choice Microwave Popcorn</td>
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<tr>
<td>Mariani Sweetened Dried Cranberries</td>
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**Note:** Read labels carefully. Be sure to notice the portion sizes and be realistic about what you actually consume.

**Sources:** University of California, Berkeley Wellness Letter, May 2001, p. 6; The Quaker Oats Company, Chicago, Ill.; Barbara’s Bakery, Petaluma, Calif.; Mariani Packing Company, Vacaville, Calif.
fiber to your diet. A growing number of scientists believe that high-fiber diets can help reduce the odds of getting cancer of the colon. Some cereals and most fruits and vegetables are good sources of fiber.

Avoid Too Much Sodium
A common byproduct of excess sodium is high blood pressure. In the United States, where sodium-rich diets are very common, the average person consumes about 5,000 milligrams of sodium each day, more than twice the amount the American Dietetic Association recommends. Table 12.2 includes some examples of foods that are low in sodium and saturated fats.

If You Drink Alcohol, Do So in Moderation
Alcoholic beverages are high in calories and low in nutrients and cause serious health risks when used in excess. Excessive alcohol consumption has been linked to liver damage, certain types of cancer, and high blood pressure.

With the help of these healthy diet guidelines, you can develop your own plan for achieving a healthful diet. Keep in mind that good nutrition is a balancing act. You want to select foods with enough vitamins, minerals, protein, and fiber but avoid too much fat and sodium. You want to consume enough calories to maintain the energy level required in your life but avoid weight gain.

Improving Your Physical Fitness
With regard to exercise, people often choose one of two extreme positions. Some adopt the point of view that only high-intensity activities (running, high-impact aerobics) increase physical fitness. These people believe in the “no-pain, no-gain” fitness approach. The other extreme position is to become a “couch potato” and avoid all forms of exercise. Both positions should be avoided.

Physical fitness can be defined as the ability to perform daily tasks vigorously and have enough energy left over to enjoy leisure activities. It is the ability to endure difficult and stressful experiences and still carry on. Physical fitness, which involves the performance of the lungs, heart, and muscles, can also have a positive influence on mental alertness and emotional stability. Research indicates that even a moderate level of physical activity can have a surprisingly broad array of health benefits on virtually every major organ system in the body. For most people, a program that involves regular physical activity at least three or four times a week and includes sustained physical exertion for 30 to 35 minutes during each activity period is adequate. This modest investment of time and energy will give you a longer and healthier life.

To achieve lifesaving benefits from exercise, start slowly with an aerobic fitness activity you feel you will enjoy. Walking, swimming, running, low-impact aerobics, and jogging are aerobic exercises. When we engage in aerobic exercise, the body is required to improve its ability to handle oxygen. These exercises strengthen the heart, burn up calories, increase stamina, and help release tension.

If you are younger than 35 and in good health, you probably do not need to see a doctor before beginning an exercise program. If you are older than 35 and have been inactive for several years, consult your doctor before engaging in vigorous exercise.
Planning for Changes in Your Life

Through this book we have emphasized the concept that you can control your own behavior. In fact, during these turbulent times changes in your behavior may be one of the few things under your control. If making changes in your life seems to be a logical course of action at this point, then it is time to do some planning. The starting point is to clearly identify the personal growth goals that can make a difference in your life. What are some behaviors you can adopt (or alter) that will make an important positive change in your life? Once you have identified these behaviors, you can set goals and do what is necessary to achieve them.

The Power of Habits

Before we discuss specific goal-setting methods, let us take a look at the powerful influence of habits. Some habits, like taking a long walk three or four times a week, can have a positive influence on our well-being. Simply saying “Thank you” when someone does a favor or pays a compliment can be a habit. Other habits, such as smoking, never saying no to requests for your time, feeling jealous, or constantly engaging in self-criticism, are negative forces in our lives. Stephen Covey, author of The Seven Habits of Highly Effective People, makes this observation: “Habits are powerful factors in our lives. Because they are consistent, often unconscious patterns, they constantly, daily, express our character and produce our effectiveness . . . or ineffectiveness.”

Breaking deeply embedded habits, such as impatience, procrastination, or criticism of others, can take a tremendous amount of effort. The influences sup-
porting the habit, the actual root causes, are often repressed in the subconscious mind and forgotten. How do you break a negative habit or form a positive habit? The process involves five steps.

**Motivation**

Once you are aware of the need to change, you must develop the willingness or desire to change. After making a major commitment to change, you must find ways to maintain your motivation. The key to staying motivated is to develop a mindset powerful enough that you feel compelled to act on your desire to change.

**Knowledge**

Once you clearly understand the benefits of breaking a habit or forming a new one, you must acquire the knowledge you need to change. Seek information, ask for advice, or learn from the experiences of others. This may involve finding a mentor, joining a group, or gathering sufficient material and teaching yourself.

**Practice**

Information is only as useful as you make it. This means that to change your behavior you must *practice* what you have learned. If you are a shy person, does this mean you need to volunteer to make a speech in front of several hundred people? The answer is no. Although there is always the rare individual who makes a major change seemingly overnight, most people find that the best and surest way to develop a new behavior is to do so gradually.

**Feedback**

Whenever you can, seek feedback as you attempt to change a habit. Dieters lose more weight if they attend counseling sessions and weigh-ins. People who want to improve their public speaking skills benefit from practice followed by feedback from a teacher or coach. Everyone has blind spots, particularly when trying something new.

**Reinforcement**

When you see yourself exhibiting the type of behavior you have been working to develop—or when someone mentions that you have changed—reward yourself! The rewards can be simple, inexpensive ones—treating yourself to a movie, a bouquet of flowers, a favorite meal, or a special event. This type of reinforcement is vital when you are trying to improve old behaviors or develop new ones.

Goals should be an integral part of your plan to break old habits or form new ones. You will need an assortment of goals that address the different needs of your life. Be sure to go to the HM Management Space™ Student Website (collegehmco.com/pic/reeceSAS) to find online self-assessments. Each of the items included in these exercises provides an opportunity for goal setting to achieve personal development. After a period of serious reflection, try to narrow the goal-setting possibilities so you will be working on the truly important change you wish to make in your life.

The goal-setting process was described in Chapter 6. The major principles of goal setting are outlined in Table 3.1. These time-tested principles can help you achieve any realistic goal.
**True or False?**

_____ 1. Habits can be positive as well as negative.

**Multiple Choice**

_____ 2. As a reward for breaking his smoking habit, Geno has planned a trip to Bermuda next month, on the one-year anniversary of his last cigarette. Which step in breaking a habit does Geno's behavior represent?
   a. Motivation
   b. Knowledge
   c. Feedback
   d. Reinforcement

_____ 3. Mary has decided she needs to quit smoking for her health and the health of her family. She has spoken with her doctor and has gathered information from the Internet and directly from friends who have quit smoking. What does Mary need to do next?
   a. Reward herself in some way as reinforcement
   b. Get some feedback from friends and family on her progress
   c. Apply the information she has learned and practice the act of quitting smoking
   d. Develop a desire to change her habit
Learning Objectives Review

1. Define success by standards that are compatible with your needs and values.
   - Traditional definitions describe success almost entirely in terms of measurable job achievements leaving out the intangible success to be had in private and professional life.

2. Describe new models for success that provide work/life balance.
   - The labor market has become a place of great uncertainty due to the heavy volume of mergers, acquisitions, business closings, and downsizing.
   - There is increasing pressure to work harder, work longer hours, and give up more leisure time.
   - The traditional success model is one-dimensional and defines success almost exclusively in terms of work.

3. Discuss the meaning of right livelihood.
   - Right livelihood recognizes that work is a vehicle for self-expression, and places money in a secondary position.
   - Right livelihood is work consciously chosen and done with full awareness and care that leads to enlightenment.

4. Describe four nonfinancial resources that can enrich your life.
   - A person's nonfinancial resources often make the biggest contribution to a happy and fulfilling life.
   - Each of us has four nonfinancial resources that can enrich our lives:
     - physical and mental health
     - education and training (intellectual growth)
     - leisure time (time for family, socializing, recreation)
     - healthy spirituality

5. Provide guidelines for developing a healthy lifestyle.
   - Healthy lifestyles can give us a higher energy level, greater sense of self-confidence, and generally a more positive outlook.
   - People who maintain good health usually have more endurance, spend less time feeling tired or ill, and miss less work than those who are not physically fit.

6. Develop a plan for making needed changes in your life.
   - Planning for changes in your life often requires breaking negative habits or forming positive habits.
   - The process of breaking habits and forming new ones involves five steps: motivation, knowledge, practice, feedback, and reinforcement.
Role-Play Exercise

Ambry Waller, one of your closest friends, used to go fishing quite often, and he loved to hike in the mountains. After getting married, his life changed dramatically. He and his wife purchased a new home, and soon they were raising a family. Once the bills started piling up, he abandoned his leisure-time activities and started working long hours at his job. He eagerly volunteered for overtime in order to increase his earnings. As the years passed, Ambry and his wife adopted many trappings of middle-class life: a big house, two cars, a huge flat-screen TV in the family room, and a motorboat that sits idle for most of the year.

One afternoon, you meet Ambry for a beer at a local bar. The conversation quickly turns serious as Ambry describes his frustration: “I love my wife and children, but I am so tired of working long hours and worrying about my financial obligations. My credit-card debt is now over $7,000.”

In this role-play activity, you will meet with another class member who will assume the role of Ambry Waller. Your goal is to help Ambry identify some ways he can achieve greater work/life balance. Your name for this role play will be Corey Cell.

APPLYING WHAT YOU HAVE LEARNED

1. In recent years, it has become popular for organizations to develop a mission statement or a statement of values that reflects their philosophy and objectives. Biogen’s values statement provides one example (see Chapter 4). Prepare a personal mission statement that reflects your goals and aspirations for a successful life. Your mission statement should cover the roles of financial and nonfinancial resources in your life.

2. Throughout this chapter you were encouraged to take control of your life and establish your own definition of success. This chapter has a strong “all development is self-development” theme. Can we really control our own destinies? Can we always make our own choices? Mike Hernacki, author of the book The Ultimate Secret of Getting Absolutely Everything You Want, says yes:

To get what you want, you must recognize something that at first may be difficult, even painful to look at. You must recognize that you alone are the source of all the conditions and situations in your life. You must recognize that whatever your world looks like right now, you alone have caused it to look that way. The state of your health, your finances, your personal relationships, your professional life—all of it is your doing, yours and no one else’s.

Do you agree with this viewpoint? Take a position in favor of or in opposition to Hernacki’s statement. Prepare a short one- or two-paragraph statement that expresses your views.

3. There are many ways to deepen and extend your spirituality. One way is to begin placing a higher value on silence, tranquility, and reflection. If your life is extremely busy, you may not be taking time for thought or reflection. If you are accustomed to living in the presence of noise throughout the day, quiet times may make you feel uncomfortable at first. Over a period of one week, set aside a few minutes each day for your own choice of meditation, prayer, contemplation, or reflection. Try to find a quiet place for this activity. At the end of the week, assess the benefits of this activity, and consider the merits of making it part of your daily routine.
**Case 12.1 Toward Right Livelihood**

When Mary Lou Quinlan entered the field of advertising, she set the goal of someday running a major advertising agency. After twenty years of climbing the ladder, she became chief executive officer of N. W. Ayer. Later, she would make a decision that surprised many of her friends and colleagues. Here, in her own words, is what happened:

> In achieving that goal, I became “successful,” but I wasn’t happy. So I said two words that I had never said before: ‘I quit.’ Then I took a chance on starting a completely new career.58

Quinlan didn’t make a hasty decision after leaving her corporate position. She took a five-week sabbatical before deciding to become an entrepreneur. Again, in her own words, here is what happened:

> I got a piece of paper and divided it in half. On the left side, I wrote down what I love to do and what I’m good at, and on the right side, I wrote down what I don’t like to do and what I stink at. Unfortunately, what I don’t like to do and what I stink at were my job description as CEO.59

Quinlan loved to write, she loved public speaking, and she wanted to write a book. She also enjoyed meeting and working with women, and felt they were often neglected as consumers. With these thoughts in mind, she founded Just Ask a Woman, a firm that helps companies market with women, not to them. She based her new company on the premise that women want to be listened to. Quinlan also wrote a book entitled *Just Ask a Woman*, which focuses on what women want and how they make purchases. Just Ask a Woman has become a leading consultancy on women today.58

**Questions**

1. Mary Lou Quinlan says the decision to seek right livelihood should begin with conversations with family members and friends who love you. Ask questions such as “How do you think I’m doing?” and “How do you see me right now?” Do you agree with her advice? Explain.

2. Right livelihood is based on conscious choice, places money in a secondary position, and recognizes that work is a vehicle for personal growth. Which of these three characteristics would be most difficult for you to accept and implement in your life?

3. In your opinion, does the concept of right livelihood seem realistic? Is right livelihood an option for everyone or only a select few? Explain.

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**Resources on the Web**

Prepare for Class, Improve Your Grade, and ACE the Test. Student Achievement Series resources include:

- ACE and ACE+ Practice Tests
- Chapter Glossaries
- Audio Glossaries
- Audio Chapter Quizzes
- Chapter Outlines
- Internet Insights
- Audio Chapter Reviews
- Crossword Puzzles
- Self-Assessment Exercises
- Learning Objective Reviews
- Hangman Games
- Additional Closing Cases
- Career Snapshots
- Flashcards
- Additional Closing Cases

To access these learning and study tools, go to [college.hmco.com/pic/reeceSAS](http://college.hmco.com/pic/reeceSAS).


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Special Supplement for

METROPOLITAN COMMUNITY COLLEGE

Guide to Resumes, Cover Letters and Interviews:

Winning Strategies for Landing Your Dream Job and Keeping Your Ideal Job

Human Relations in the Workplace, Case Studies for HMRL 1010
Acknowledgements

The publication of this special supplement required the efforts of many to make a reality. In addition to the authors listed on the case studies, the following people provided assistance and materials toward this end. Julie Langholdt from the Career Network Center compiled and edited our job search guide. Peg Liewer and Fayetta Steele, also from the Career Network Center, reviewed the job search section and made recommendations to enhance it. Linda Hickman, Jane Smith, and Theresa Figueroa, faculty secretaries, typed the case studies. The Human Relations Skills full time faculty (Jim VanArsdall, Nancy Conrad, Al Motley, Rose Hunte, Gary Toth and Jill Ramet) reviewed all of the materials and offered many suggestions for improvement. Linda Milton, faculty secretary, pulled it all together and made the package print-ready for the publisher.
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Application Quiz & Answer Key

1. Should you use blue or black ink to fill out your application?
   
   *Black ink. Also, considering typing your responses for a neater look.*

2. If the previous address is the same as now, what do you write down on that line?
   
   *Write it again. This is also true when asked for a daytime and evening phone number. Write the number in both places.*

3. Should you fill in all blanks?
   
   *Yes.*

4. If a question does not apply to you, what do you write?
   
   *You should write “N/A” or “Not applicable.”*

5. Do you always tell the truth on your application?
   
   *Yes. Use positive words that show you in the best light, but never lie.*

6. How should your salary expectations be filled in?
   
   *Write “Open” or “Negotiable”.*

7. What should you say about leaving your last job?
   
   *Say something positive. Do not list negative experiences with the position, your co-workers, or your supervisor. See additional info provided.*

8. Do you sign your full name?
   
   *Yes.*

9. Can volunteer work be listed under work experience?
   
   *Yes.*

10. Do you have to complete a separate application for each job?
    
    *Yes, if company policy allows you to.*

11. Should you get permission from the person(s) you are using as a reference?
    
    *Yes. Always ask before you list a reference on an application. Things to be considered include: who would qualify as a reference; the importance of asking a person to be a good reference; sitting down with the person and reviewing your skills as evidenced when working for, with, or supervising others; leaving a resume with them for reference when called; alerting the
reference of interviews immediately after they occurred; keeping the reference abreast of how the search is going.

12. What must you include when listing your telephone number?

   Write the full phone number, including your area code. Also, if you have a specific extension or line for voicemail, include this as well.

13. How should you list your duties at your most recent job?

   List them in present tense, using bullets to list each duty. Be concise, using short phrases that begin with action words. Select ones that are most relevant to the position for which you are applying.

14. Do you need to fill in the “starting” and “ending” pay on the application regarding the work experience and jobs you’ve held?

   If the application asks for this information, you need to include it.

15. Do you need the full address, supervisor’s name, and phone number of past employers?

   Again, if the application requests this information, provide it.

16. What information do you need to be able to list references?

   The full (first & last) name, occupation, address, phone number, and the # of years you’ve known them.

17. What order should your work history be listed in?

   Start with the most recent, and work backwards.

18. Do you need to give a specific start date?

   If you do not know a specific start date, writing “Two weeks notice to current employer” is acceptable. Do NOT write “ASAP” or “Immediately.”

19. What should you write on the application if you have been convicted of a crime?

   Provide a brief description indicating the reason for the conviction and that you have learned from your past mistakes.

BONUS: Is it okay to erase on your application if you make a mistake?

No. If you make an error, obtain a new application to fill out.
Reason For Leaving Statements

It is important to give positive REASON FOR LEAVING statements on your application. Do not use negative phrases such as:

- I quit.
- The boss picked on me.
- I was fired.
- The job was too dirty.
- I was terminated.
- I had problems with co-workers.
- I was pregnant.
- I was injured.
- The work was too hard.
- The pay was too low.
- I was arrested.
- I was laid off.

Whatever your reason for leaving any job might have been, you should only use positive responses on your application. The following list may serve as a guide. Check statements that may be appropriate for your situation.

- I desired a more challenging position.
- I wanted a position with more responsibility.
- I wanted work that was more career oriented.
- There was a general layoff in the plant.
- The work was seasonal.
- I enrolled in school as a full time student.
- I became self employed.
- I took time off to determine the type of job I really want, relative to what I can do well.
- I had an option for a better job.
- I wanted a job in which I could best use my skills.
- I wanted a job in which I could be more productive.
- I preferred a better work environment.
- I made a long-planned move to this area (state, city, etc.)
- I wanted a job in which I could learn useful skills.
- I desired a full time position (if job left was part time).
- I desired a career oriented position in (the field of work for which you are applying).
- I chose to take time off work to stay home with my children.

And so on…try to do your best on each application.
Employment Application Reminders

- Like your resume and cover letter, the employment application gives employers a first impression of you. It is a sample of your work. Thus, it should be neat, complete and error free. The following are guidelines for filling out this important form:

- Be prepared with all necessary information:
  a. Work experiences (dates, company, names, addresses, supervisor names, and phone numbers)
  b. School training experience (dates and places)
  c. Military record
  d. References (with their permission), including addresses and phone numbers

- If possible, take the form home so you can take your time completing it. Make a copy of the form and fill out the copy first or have a personal data sheet completed. Copy your information from this to the application you will be turning in.

- Respond to all questions either by providing the requested information or writing N/A (not applicable).

- Use black ink or type. Take 2 pens with you to fill out an application.

- If you submit a resume with the application, do not write “See resume” on the application instead of filling in the information.

- Take examples of your work where appropriate.

- If an application requests information about sex, marital status, race, creed, religion, age, or other factors on which it is illegal to base hiring decisions, you are not required to supply it. However you should be aware of the possible consequences of leaving the space blank – e.g., losing the chance for an interview. One option is to write, “Will discuss in an interview.”

- Sign and date the application. It is a legal document and is not valid if unsigned.

- Be positive about reasons for leaving previous positions.

- Go alone and dress as though you will be interviewed.

- Online applications are available through most employers. Follow company guidelines for submission.
Purpose of a Resume

- Advertisement of you and your skills
- To get you selected for an interview

Remember
- You may be eliminated from consideration due to your resume.
- Employers get their first impression of your professional standards and talents from the resume.

Components of a Resume

Heading

Sarah A. Smith
123 South Wood Street
Omaha, NE 68103
(402) 555 – 1234
smith@server.net

Heading Tips

- Your email address should be conservative and professional
- Your answering machine message should clearly identify you and be professional sounding.

Objective

- Briefly tells the employer what position you are interested in.
- Needs to be employer-focused.
- Example:
  
  To obtain (list the position) with ABC Corporation

Employment History

- A section that emphasizes your past and present employment
- Other Names: Professional Experience, Work History, Volunteer Work, Experience
- Provide information to help persuade prospective employers that your experiences make you qualified for the job
What goes in this section?
- Company or organization
- Location (City, State)
- Position title
- Dates of employment/involvement
- Descriptions of skills, knowledge or accomplishments, etc.

Example:

**Cashier**  May 2002 to present
Super Target  Omaha, NE
- Balance drawer at beginning and end of shift
- Enter charges for all items; total items; subtract discounts
- Take payments; issue receipts; count change
- Deliver outstanding customer service
- Employee of the Month: August 2002, January 2003

Getting started
- List your past and present experiences.
- Start with the most recent (reverse chronological order)
  - Jobs
  - Volunteer positions
  - Internships

Describing Experiences
- Use Action Verbs
- Are more descriptive and powerful
- Keep statements brief
- Use bulleted lists

Developing your descriptions
- Answer the journalistic questions:
  - **Who**...With whom did you work?
  - **What**...What duties did you perform?
  - **Where**...Where did your job fit into the organization?
  - **Why**...What goals were you trying to accomplish?
  - **When**...What timelines were you working under?
  - **How**...What procedures did you follow?
Developing your descriptions

Sample

**Before:**
- Planned activities

**Questions asked:** What kinds?, How?, When?, For Whom?

**After:**
- Planned arts, crafts, activities, and exercises weekly for physically-challenged children
- Making your descriptions parallel

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<td>Recording OSHA regulated documents</td>
<td>Recorded OSHA regulated documents</td>
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<tr>
<td>Material purchasing and expediting</td>
<td>Conducted material purchasing and expediting</td>
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<td>Prepared weekly field payroll</td>
<td>Prepared weekly payroll</td>
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<tr>
<td>Responsible for charge orders</td>
<td>Processed charge orders</td>
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Try to see your experiences as a professional would

**Understated**
- Answered phone
- Wiped tables

**Professional**
- Acted as liaison between clients and legal staff
- Created healthy environment for customers and maintained positive public image

**Ways to tailor this section**
- Select content that supports your qualifications and matches job descriptions
- Consider organizing by order of importance
- Use professional wording, integrating job specific terms

**Education and Training Section**
- A section that emphasizes your educational background and formal training
- Persuade employers your educational background is relevant to the job, providing evidence of your qualifications
“Bare bones” education section

- Schools you have attended, including universities, community colleges, technical schools, etc.
- Do not include high school information
- Location of school(s)
- Date of graduation, actual or anticipated
- Degree(s) earned or pursued
- Grade Point Average (GPA)

What else may be included?

- Extra information about your degree (major, minor or selective GPAs, funding sources, honors, etc)
- Specializations and special projects
- Other relevant skills and training (relevant coursework, computer skills, language proficiency, certifications, licenses, etc)

Example

Metropolitan Community College, Omaha, Nebraska
Pursuing an Associates in Applied Science Degree: Office Skills Technology
Anticipated Graduation: May 2004  GPA 3.23

Questions to answer

- What are my major and minor GPAs?
- Any honors related to my degree?
- How is my education funded?
- What are my major and minor? What are my areas of emphasis, specialization, or concentration?
- What special course or degree related projects may be relevant?
- What courses have I taken that are related to my career goals?
- With what computer programs am I most familiar?
- What language proficiencies do I have?
- Any certifications or licenses?
- Do I have any on-the-job educational training?

Resume Writing Tips

- Write your own resume
- Make it error free
- Make it look good
- Be brief and relevant
- Be honest
- Be positive
- Be specific
- Use action verbs and short phrases
- Edit and edit again
Selecting content for readers

- Consider how much space you have on your resume
- Read job ads closely
- Select your most relevant educational experiences or those for which you have space
- List in chronological order or in order of importance

Using fonts

- Size: how big is big enough?
  - For a professional look, you will want to avoid more than 2 different font sizes

- Two major kinds:
  - Serif (Times New Roman and Courier)
  - Sans Serif (Arial and Helvetica)

- Use bold type sparingly

Types of Resumes

Chronological Resume

Merits
- Accentuates your formal qualifications
- Appropriate for directly qualified candidates with linear career progression
- Often the preferred format

Drawbacks
- May emphasize candidate’s lack of direct, in-depth experience
- Underscores past identity rather than future potential

Functional Resume

Merits
- Opportunity to establish transferability of skills
- Not limited to paid employment, widens scope of all experiences

Drawbacks
- Challenges the standard presentation
- May hide background information
Combination Resume

• Combines elements of both styles
• Gives equal focus to skills that relate to the job/position you are seeking and your work history

Targeted Resume

• Includes a “grocery list” of skills, responsibilities, accomplishments, and experiences that you have that relate to the job/position you are seeking

Resume Presentation

• Quality paper – off-white, cream, gray, white
• Paper weight – 16-32 lbs., 100% cotton fiber
• Producing – Word processor (do not use Microsoft Word resume wizard!)
• Printing – Laser is preferred

Tips for Using Your Resume

• Send to the person in charge of screening by name
• Always send with a cover letter
• Mass mailing is not effective
• Follow up sending your resume with a phone call
• When directly contacting employers, always have a copy of your resume available
• Attach your resume to employment application, however do NOT say “see resume” on application
• Give a copy of your resume to your references
• Bring copies of resume to interviews
LEE MARLICK
3006 North 74 Street
Omaha, NE 68178
(402)552 – 7890
leemarl@doc.com

OBJECTIVE:
Sales/marketing position with American Sales, Inc.

EDUCATION:
Metropolitan Community College Omaha, NE

Associate in Applied Science in Automotive Technology (December 1999 - December 2001)

AREAS OF EXPERTISE:
Marketing/Sales
• Developed and implemented marketing and advertising strategies for Blick Auto Dealers
• Met and surpassed monthly sales quota on a consistent basis
• Landed 3 major accounts with prestigious companies
• Successfully identified and developed client base and deliver sales presentations

Organization/Planning
• Coordinated and presented in-service training for sales personnel
• Planned and oversaw competition amongst car dealers involved in the annual "car sales marathon"
• Revised the training manual for new employees

Communication Skills
• Communicated effectively with customers and employees
• Provided the marketing pieces for Blick Auto Dealers
• Spoke to area students about the value of the trades
• Represented Blick Auto Dealers at local trade shows

EMPLOYMENT:
Blick Auto Dealers Omaha, NE
Senior Sales/Marketing (January 1996-Present)

As You Are Omaha, NE
Marketing Representative (January 1989 - January 1996)
Sample Chronological Resume

ROBERT BROWN
1299 Kinsey Avenue
Omaha, NE 68107
(402)399 – 7000
rjbrown@itsmail.com

Objective:
Web Support Specialist position for (Company Name)

Education:
Metropolitan Community College, Omaha, NE
Associate in Applied Science in Microcomputer Technology (August 2000 - May 2002)
• Web Support Specialist
• GPA3.1

Western State College—Hanover, MI
General Coursework (May 1999 - May 2000)
• 20 hours completed

Experience:
Connections Omaha, NE
Web Support Specialist Intern (May 2001 - May 2002)
• Converted standard graphic files and multimedia presentations to Web formats
• Created and managed Web site for 3 clients
• Effectively dealt with clients in determining how to best handle their needs

Zanger's Computer Store Omaha, NE
Computer and Internet Technician (August 2000 - May 2001)
• Assembled and repaired Dell, Compaq, and Gateway computers
• Analyzed and troubleshoot software malfunctions for Windows 95 applications
• Installed and debugged Internet systems for Hassing Sports, Koster Foods, and Veca Real Estate

Unique Systems Hanover, MI
Salesperson (January 1999 - May 2000)
• Met and surpassed sales goals on a consistent basis
• Provided consultative training on computer equipment purchased by customers
• Created inventory control system
• Set up all demonstration models in the store

Skills:
• Computer competencies in Microsoft Office, hardware installation, Java, C, C++, Visual Basic, and Internet research
JAMES BROOKS
XXX Street, Apartment
XX Omaha, Nebraska
XXXXX
(XXX)XXX-XXXX
jbrooks@myhome.net

OBJECTIVE:
To secure an accounting position with XYZ Company.

EDUCATION:
Associate Degree - Business Management & Accounting (Month Year - Month Year)
Metropolitan Community College Omaha, Nebraska

EXPERIENCE:
Accounting Intern (Month Year - Month Year)
Kellogg USA Omaha, Nebraska
• Analyze $25.3 million of property to determine depreciation method
• Account for fixed asset disposal
• Reconcile the Temporary Holding Accounts
• Analyze raw material waste
• Investigate purchase price variances in excess of $10M

Computer Graphics Intern (Month Year - Month Year)
Blue Cross & Blue Shield of Nebraska Omaha, Nebraska
• Assisted in the development of a computer-based training program
• Created PowerPoint presentation to explain legislation to senior management

Accounts Assistant (Month Year - Month Year)
McNeilly Garage Door & Building Service Shenendoah, Iowa
• Logged journal entries for accounts payable and receivable
• Researched potential advertising possibilities and generated an advising database
• Recorded data in check register

Sales Associate (Month Year - Month Year)
Jay's Hallmark Store Shenendoah, Iowa
• Effectively handled customer's orders
• Monitored inventory
• Recorded sales in cash register
JAMES BROOKS

SKILLS:
• Computer
• Detail-Oriented
• Organized

• Team Player
• Analytical
• Multi-Tasking

• Accuracy
• Communication
• Self-Starter
Sample Combination Resume

JERRY L. SMITH
1011 South 29th Street
Omaha, NE 68104
(402) 573 - 4677
jsmith@yahoo.com

OBJECTIVE

Engineering Technician position with XYZ Company

EDUCATION

Metropolitan Community College
Associate in Applied Science in Computer Technology
GPA: 3.6
Omaha, NE (August 2001 - Present)

Iowa Western Community College
Coursework in General Studies
GPA: 4.0
Council Bluffs, IA (August 1999-May 2001)

EMPLOYMENT

CompUSA
Salesperson
• Demonstrated software and trained customers in usage
• Installed software and hardware on in-store computers
Omaha, NE (March 1998 - March 1999)

Jones County Highway Department
Equipment Operator
• Designed an Access Database for Jones County Highway Department
• Maintained the database management system
Gypsum, NE (May 1993-March 1998)

COMPUTER COMPETENCIES

• SQL
• Visual Basic
• C
• C++
• COBOL
• JCL

SKILLS

• Analytical problem-solver with great attention to detail and ability to learn quickly
• Well developed organizational skills with a conscientious approach to job duties
• Flexible team player with an interest in gaining experience in the engineering field
Mary Berry
456 Seventh Street
Omaha, NE 68107
(402) 456 - 9876
mberry@juno.com

Career Objective:
Staff nursing position with the Nebraska Health System.

Education:
Metropolitan Community College
Associate Degree in Nursing
Omaha, NE
(August 2000 - May 2002)
• RN #0275 3, Nebraska License
• Clinical Interest: Long Term Care, Medical/Surgical, Hospice

Professional Experience:
Hallmark Care Center
Certified Nursing Assistant
Omaha, NE
(May 2000 - Present)
• Assist residents with ambulating, feeding, and personal hygiene.
• Participate in planning resident health care with charge nurse.

Visiting Nurses Association
Home Health Aide
Omaha, NE
(August 1999 - May 2000)
• Aided elderly clients with self-care, health maintenance, and household tasks.
• Utilized medical equipment and made recommendations as to its effectiveness with client.
• Assessed and charted client progress.

OSCO Drug Store
Medical Supply Sales
Omaha, NE
(July 1998 - August 1999)
• Informed customers concerning the purchase of over the counter medicinal products.
• Recorded inventory of medical merchandise.
Mary Berry

Volunteer Service:

Girls Incorporated
**Counselor**
Omaha, NE
(April 2002 - Present)

 YMCA
**Adaptive Swimming Instructor**
Omaha, NE
(January 2001-January 2002)

Meals on Wheels
**Driver**
Omaha, NE
(January 2000 - December 2000)
Analyze And Describe
Strength Building Exercise

In this exercise you will concentrate on identifying your strengths and how they can be used most productively. This is no place for modesty; an inferiority complex or the unwillingness to be open about your positive attributes is not a strength. You are not being asked to brag, only to be realistic and open about the strengths which you possess. The procedure for this exercise is as follows:

1. Think of all the things that you do well, all the things which you are proud of having done, and all the things for which you feel a sense of accomplishment.

2. List all your previous achievements and successes. (It may help you to think about your past by dividing it into the following areas: a) academic/school, b) social life – family life, c) extracurricular/leisure, and d) employment history.

My Achievements are:

1. ________________________________________________________________

2. ________________________________________________________________

3. ________________________________________________________________

4. ________________________________________________________________

5. ________________________________________________________________

6. ________________________________________________________________

7. ________________________________________________________________

8. ________________________________________________________________

9. ________________________________________________________________

10. ________________________________________________________________

11. ________________________________________________________________

12. ________________________________________________________________
### Action Words
For use on your resume and correspondence...

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**Helping Skills**

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**Manual Skills**

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**Miscellaneous**

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**Research Skills**

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**Science Related**

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**Social Science**

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**Synthesizing**

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**Teaching Skills**

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**Technical Skills**

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Devise
Engineer
Fabricate
Maintain
Operate
Overhaul
Program
Remodel
Repair
Solve
Train
Upgrade
**SIZZLE SHEET**

**Directions:**
1. Review the skills you have learned through work experiences, volunteer work, school and coursework, and other life experiences. Then, think of examples of “uses,” which are examples of specific instances in which you used each skill.
2. List each important skill you have and then list three “uses” of that skill.
3. Explain your “uses” by adding details, explanations, or accomplishments.
4. Be specific. When possible, use numbers to show the extent, the amount, or the increase.
5. Start off each sentence with an “action” verb or word that best describes your use of each skill.
6. Don’t exaggerate. Someone may check your claims.

**Example:**

*Occupation: Sales Clerk*

**Skill 1: Math**
- Maintained 3-year “B” average in algebra and geometry
- Computed own 1040EZ tax return, earned $340 rebate
- Manage $800 investment that earns 9.2% annual return

**You Try It:**

Occupation: __________________________________________________________

**Skill 1:**
- a. ________________________________________________________________
- b. ________________________________________________________________
- c. ________________________________________________________________

**Skill 2:**
- a. ________________________________________________________________
- b. ________________________________________________________________
- c. ________________________________________________________________

**Skill 3:**
- a. ________________________________________________________________
- b. ________________________________________________________________
- c. ________________________________________________________________

**Skill 4:**
- a. ________________________________________________________________
- b. ________________________________________________________________
- c. ________________________________________________________________
Résumé Packaging Checklist

Overall Impact:
□ Does your résumé make a positive impression at first glance?
□ Is it easy to find your crucial selling points?

Page Layout:
□ Have you selected the standard 8 ½” by 11” size for your page?
□ Have you determined the relative merits of major formats for your needs – of left margin headings, centered headings, or left margin headings with text underneath?
□ Have you been consistent in your placement of headings and subheadings?
□ Have you avoided justifying the right margin so that words are evenly spaced?
□ Have you eliminated single words at the end of paragraphs and page starts?
□ Have you used vertical spacing consistently, establishing well-defined groupings of information?

Highlighting:
□ Have you made selective use of various techniques of emphasis, such as bolding, capitalization, bullets, punctuation, headings, and subheadings?
□ Have you bolded and capitalized your name and major category headings?
□ Have you used upper- and lowercase lettering in text entries, for readability?
□ Have you made liberal use of bullets as the primary method of accenting brief, important entries like key skills and accomplishments?
□ Have you used colons, dashes, and slashes to your advantage?
□ Have you used headings to guide the reader through the major components of your qualifications, sequenced in order of importance?
□ Have you used subheadings to spotlight groupings of qualifications of special importance, distinct from those of relative unimportance?

Typography:
□ Have you focused on a time-tested classic typeface – a sans serif like Helvetica or Arial, or a serif likes Times New Roman or Courier?
□ Have you limited yourself to a maximum of two typefaces to avoid clutter and competition for attention with the message of your text?
□ Have you sized your typeface for text between 10 and 14 points?
□ Have you used a laser or ink jet printer, if printing the résumé yourself?
□ Have you proofread your master copy with rigorous care to ensure it is precisely as you wish, with no typos, misspellings, or other problems?

Paper:
□ Have you selected a high-quality bond paper, with a high cotton fiber content?
□ Have you chosen white, ivory, beige, or light grey for your paper color?
Cover Letters

Cover letters should be designed to sell you to the employer by catching their attention. The first impression a prospective employer develops of you is influenced by the cover letter.

Heading:

Use the same heading on your cover letter, resume and reference page. Your heading will include your name, address, phone number and an appropriate (e.g. professional) e-mail address.

Address and Greeting:

Address the cover letter to a specific person, if at all possible. A brief phone call should provide the name and spelling of the person in charge of hiring. If the gender of the person is unknown, use the full name: Dear Terry Jones, rather than Mr. Jones or Ms. Jones. If you cannot obtain the name, address the letter to the position, e.g., Dear Director of Human Resources.

Introductory Paragraph:

This paragraph establishes the purpose of the letter and usually includes:

- The position you are applying for
- How you heard about the position
- An indication that you are able to meet the employer’s needs
  - Ex. “My qualifications meet your needs for this position, as evidenced by…”

Body Paragraph:

This paragraph should:

- highlight and detail your qualifications for the position in as specific terms as possible
- emphasize any special skills or training
- address the employer’s needs and your strengths

Closing Paragraph:

This paragraph answer the question “what happens next?”

- refer to the enclosed resume
- explain your next course of action which is usually making a follow-up call
- Thank the reader for considering your application.

Other important points:

- Refrain from using the word “I” to start sentences.
  - Ex. Instead of “I recently graduated from…”, change to “Recently I graduated from…”
- Proofread for perfection in grammar, spelling and neatness
- One page in length with at least 3 paragraphs
Your Name
Your street address
Your city, state zip
Your phone number
Your (appropriate) email address

Date

Person’s Name
Person’s Title
Organization Name
Organization’s Address
City, State Zip

Dear (Mr./Ms Person’s last name),

During the course of my research for employment, I learned of, and was impressed by (name of organization). Your organization (state what specifically impressed you about their company). I was very pleased to see your advertisement for a (position title) in (newspaper name, web site). I would very much like to be considered for the position.

Past experience with (name of previous employer) has allowed me to develop a variety of personal and professional attributes and skills. Among the most pertinent to the (name of position) position would be my (name one outstanding, provable attribute). As indicated in your position announcement, this position also requires a knowledge of (knowledge or skill area). My academic preparation in (major field of study has provided me with such knowledge as demonstrated by my coursework in (courses). Additionally, my internship with (name of organization) has given me the opportunity to apply this knowledge in a real-world setting.

My enclosed resume will provide you with additional information regarding my qualifications for the position. Please consider my request for a personal interview to discuss in greater depth the contribution that I would be able to make to the position of (name of position). I will call you (specify when) to see if a meeting can be arranged. If you want to reach me prior to that, please call me at (xxx) xxx – xxxx.

Sincerely,

(signature)

Your name

Enclosure
YOUR NAME
Address
City, State Zip
(402)123-4567
yourname@email.com

Month Day, Year

(Name of person to whom application was submitted)
(Job Title)
(Company Name)
(Address)
(City, State Zip)

Dear :

I am applying for the paralegal position as noted in the (Month Day, Year) Sunday edition of the Omaha World Herald. My experience as a paralegal assistant combined with my degree from the (name of college) ABA approved program makes me well qualified for the position.

My skills and achievements of note include:

• For the past 2 years, I have worked twenty to thirty hours a week while attending school full time and being involved in the Paralegal Club and the Latina Leadership program.
• I have been able to balance the demands of work and academics by drawing on my organizational and time management skills.
• The mix of academic theory and workforce methodology has sharpened my analytical, interviewing, writing, and computer skills.
• Working in a firm of 20+ lawyers where I effectively handle multiple tasks within a time constraint.
• Hired originally as a runner, I have progressed to the point where I am currently doing client interviews with the attorney, summarizing medical records, handling correspondence/settlement brochures, and drafting.

Attached is my resume for review. I am confident that my training and experience have prepared me for the challenges this position would provide. I will call to discuss an interview opportunity with you the morning of (Month Day, Year). Should you need more information I may be reached at (402) 123-4567.

Sincerely,

Your Name
May 3, 2003

Ms. Jennifer Zenkel
Director
New York Home for the Aged
2934 Broadway
New York, NY 10024

Dear Ms. Zenkel:

It was a pleasure meeting you yesterday. I enjoyed learning more about NYHA. Your staff manages to accomplish an amazing amount with very few resources!

I hope I conveyed to you how excited I am about the prospect of working for you. My internships and part-time jobs at similar agencies have given me a clear idea of what the job would entail, and I truly feel a calling for this type of work.

I know you expect the search to last a few more weeks, and in the meantime, I hope you won't hesitate to call if you need further information.

Many thanks for your consideration. Sincerely,

Daniel Jones
Date

Person’s name
Company name
Company address
City, State zip

Dear (Mr/Ms Person’s name),

Thank you for the opportunity to interview for the (name of the position) position. I appreciate your hospitality and enjoyed meeting you and the members of your staff.

The interview confirmed my initial positive impression of (name of organization) and reinforced my strong interest in being associated with such a(n) (adjective) organization. I was particularly pleased to learn (name something gleaned from the interview). My prior experience in (type of experience), plus my training in (refer to training), would enable me to become a strong contributing member of your team.

Please let me know if there is any information that I can provide that will help you in your decision making. If I don’t hear from you prior to (time indicated in interview), as you suggested in the interview, I will call you (next day), to see how your selection process is progressing.

Sincerely,

(signature)

Your name

**Note to students: 90% of interviewees do not send thank you notes, so they are crucial in making you stand out from the rest of the applicants. It is better to send a note (or letter) rather than an e-mail. The time frame in which the note card should be sent is 24-48 hours following the interview.**
Ten Cardinal Rules For A Successful Interview

1. **Be Mindful Of The Physical Appearance You Project**
   If you look good, you feel good. Image is important. First 7 seconds – impressions are formed.

2. **Never Create A Situations Where You Can Keep The Interviewer Waiting.**
   The interview will go downhill from the very start, regardless of your alibi.

3. **Smile! – Unfreeze Your Face**
   Improves your looks 100% - gives you confidence and makes the other person feel comfortable.

4. **Shake Hands Firmly**
   Firm handshake suggests a sense of purpose and strength of character.

5. **Present A Positive Attitude**
   If you believe in yourself, you will be more confident and project a positive image to others. Self-doubts and fear of failure can scuttle a job interview.

6. **Show Enthusiasm**
   Adds luster to any personality. Positive thoughts bring positive results.

7. **Listen Attentively**
   To show that you are listening attentively and as a mark of respect, look at the interviewer directly when he/she speaks. Eye contact is important.

8. **Relax, Be Honest, Be Yourself**
   Be able to calmly and confidently discuss your experience, education, skills, and how these will benefit the company. Be prepared. Remember that you’re re-interviewing the company as much as being interviewed.

9. **Don’t Talk Too Much Or Too Little**
   If you’re not sure about a question, ask the interviewer to repeat the question. Answer questions completely. Stress what you can do best and what skills you could bring to the company.
   **Don’t reveal personal information.**

10. **Send A Follow-Up Or Thank You Letter**
    Keep the note short – Address it to your interviewer – Send it right away.
Interview Questions

Personal:

1. Tell me about yourself.
2. What are your hobbies?
3. Why did you choose to interview with our organization?
4. Describe your ideal job.
5. What can you offer us?
6. What do you consider to be your greatest strengths?
7. Can you name some weaknesses?
9. Have you ever had any failures? What did you learn from them?
10. Of which three accomplishments are you most proud?
11. Who are your role models? Why?
12. What motivates you most in a job?
13. Have you had difficulty getting along with former professors/supervisors/coworkers and how did you handle conflicts?
14. Have you ever spoken before a group of people? How large?
15. Why should we hire you rather than another candidate?
16. What do you know about our organization (products or services)?
17. Where do you want to be in five years? Ten years?

Education:

1. Why did you choose your major?
2. Why did you choose to attend your college or university?
3. In which campus activities do you participate?
4. Which classes did you like best in high school? Why?
5. Do your grades accurately reflect your ability? Why or why not?
Experience:

1. What job related skills have you developed?
2. What positions have you held?
3. What did you learn from these work experiences?
4. What did you enjoy most about your last employment?
5. Have you ever quit a job? Why?
6. Give an example of a situation in which you provided a solution to an employer?
7. Give an example of a situation in which you worked under deadline pressure.
8. Have you ever done any volunteer work? What kind?
9. How do you think a former supervisor would describe your work?

Career Goals:

1. Do you prefer to work under supervision or on your own?
2. What kind of boss do you prefer?
3. Would you be successful working with a team?
4. Do you prefer large or small organizations? Why?
5. What other types of positions are you considering?
6. How do you feel about working in a structured environment?
7. Are you able to work on several assignments at once?
8. How do you feel about working overtime?
9. Are you willing to work flextime?
Your Questions for the Interviewer

Near the end of the interview the interviewer should ask if you have any questions. Of course you have done your homework, so you will have questions for the interviewer.

You need to find out if this is the right place for you to work. You do not want to make a mistake and accept the wrong job. If you do, you are back in the job search situation again. The following chart provides three types of questions for you may want to ask the interviewer(s).

Questions About the Position
- Ask for a detailed description of the position
- Why is the position available?
- What will the anticipated indoctrination and training program be like and how long?
- Are advanced training programs available for those who demonstrate outstanding ability?
- What are the earnings of successful people in their third to fifth year?
- What is the next step in the selection process?
- Where do you see me in five years if I were to join the company?
- Ask to see where you will be working – only if they are obviously interested.
- Ask to meet the immediate supervisor – only if they are obviously interested.

Questions About the Company
- The following questions are intended to help you become more knowledgeable about the company. They usually deal with the company’s future, its employees, its competition, and its strengths. Your future with any company could depend upon this information.
- What are the company’s greatest strengths?
- How do you rate your competition?
- Do you have offices or plants elsewhere? (You should know this)
- What kind of turnover does this company have in employees?
- How long has your company been in business outlook?
- What kind of employees do you generally look for?
- What are your company’s plans for expansion?

Question for the Second Interview
The following questions should not be brought up until the second interview. If the interviewer does not bring up salary, you are entitled to ask what he/she can offer, but not until the second interview.
- What is the rate of pay for this job?
- What benefits are available for employees of this company?
- What types of insurance plans are available? Does the company contribute to them?
- How long must I work before I am eligible for paid vacation time?
- How many paid sick days will I earn?
# Case Studies

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Bap. Bap. Bap. She could feel herself becoming angry as she heard Bap. Bap. Bap. It was the tones of a porcelain cup as it was being tapped against the coffee maker. Wilma recognized it without looking. And this time it was so loud that she could hear it in her office. Wilma knew that the secretaries would have to hear it because their offices adjoined the break room. As Wilma walked to the break room, she knew that she had to do something and losing her temper wasn’t it. She didn’t need to be marked as an “emotional woman” supervisor. BAP. BAP. BAP.

“John, what seems to be the problem?” she asked as she entered the break room. John was the sales supervisor from the other end of the hall.

“There isn’t any coffee.” He said angrily. “I’ve got work to do. I don’t have time to be standing here waiting like this.” He moved toward the door as he called back to Jenny who had quietly walked in and begun filling the pot with water, “Call me when it’s ready.”

John had already disappeared by the time Wilma was fully in the room. She turned to Jenny and asked her what she had been doing before she had heard the sound of John’s coffee cup. “I had gotten really busy working on that flier assignment you gave me. I’m still not sure of this new software and I’ve had some problems. I guess I forgot to check the coffee. I’m sorry.”

As Wilma turned to leave, she noticed two of the other secretaries turning their heads back to their work. She didn’t say anything to then; she knew that they would be watching to see what she would do.

This wasn’t the first time that Wilma had crossed paths with someone like John. It usually wasn’t much fun and she didn’t expect it to be this time. As she walked to the General Manager’s office, she thought back to one time when it was fun. Wilma had been interviewing for a job as an account executive and she didn’t want the job. So when the male interviewer asked her if she was
married and what her husband did, she did something that she usually didn’t get to do. She looked him
straight in the eyes and said, “You know, it’s illegal to ask me about that.” She watched him flush and
then change the subject. But he couldn’t seem to help himself because before long, he asked about her
plans for having children. By the time she reached the GM’s office, she was almost smiling at the
thought of how she had made that guy apologize before leaving his office. But as she sat down across
from her boss, she knew this would not be one of those times. Things were different now. She needed
this job to make ends meet for her and the boys.

“Ed, I just ran into a bad situation in the break room. John was impatiently rapping his cup
against the coffee maker to get the secretaries’ attention to make coffee. That’s not their job and it’s
blatantly sexist of him to expect them to do it,” Wilma explained. “I don’t want to make waves here,
Ed, but that kind of behavior is just not tolerable. Do you want to talk to John about it?”

“Now, Wilma cool down,” came Ed’s slow drawl. “John is the best sales manager we’ve ever
had. He brings a lot of business in these doors. He does a good job; without him last year, this
company would have gone under. I hired you to do a good job, too. Your job is to keep the office
running smoothly. This isn’t the biggest problem you’ll have. I’m sure that if you think about it,
you’ll come up with a way of solving it. You’ve got a way with the office girls. Take care of it.”

By now, Wilma’s anger at John’s behavior was being replaced with the awareness that Ed was
not going to support any confronting of John. She went back to her office and shut the door. Wilma
was not one to be walked on and she wasn’t about to let it happen to those who worked for her, either.
It wasn’t right. But she could tell there would be no support for doing anything to stop it. And if she
didn’t, she’d never have the respect of the secretaries again. She had to come up with some response
for Wednesday’s office meeting. But what?

On Wednesday, the 10:00 a.m. meeting seemed to come earlier than usual. Wilma had asked
Ed to put some time for her on the Agenda; she only half-heartedly heard the topics pass by as she
waited for those designated five minutes at the end of the hour. When her time came, Wilma turned to
the small office staff of four secretaries, two sales representatives, John and Ed. She started, “On
Monday, we had a situation where one of the sales representatives was waiting at the coffee pot for
coffee to be made. In the past, the secretaries have generally made coffee but it is not in their job
descriptions to do so and it interrupts their work to try to keep an eye on it. As a result, I think it would
be best if we all take our turn at making the coffee. I have started a schedule with my name at the top.
I’d like each of you to sign up to make coffee one day and we’ll see if that doesn’t work to meet
everyone’s needs.” She passed the sheet to Angela who was sitting to her left. The secretaries each
quickly signed it in turn. When it came to the men at the other side of the table, there were some jokes about how good they’d look in an apron but they signed it. Wilma thought it had gone pretty well.

And it did go well for almost a week. But by next Wednesday, it was John’s turn to make coffee. When Wilma came in to work, she found that there was fresh coffee and doughnuts in the break room. John, the other sales representative and Ed was sitting at the break table and laughing. John turned to Wilma and told her to be sure to grab a doughnut to go with the coffee she had just poured. Wilma smiled, thanked him and took one of the glazed ones, her favorite.

Feeling good about how the coffee situation seemed to have been resolved so easily, Wilma stopped by the secretaries’ office to say “hi.” They were all talking about how they didn’t need the extra calories from the doughnuts, when Angela said, “Yeah, I told John’s wife when she brought the coffee and doughnuts that she wasn’t doing me any favors.”

“John’s wife? asked Wilma. “What about John’s wife?”

“Jolene, you know her. She brought the coffee and doughnuts this morning. She said it was John’s turn to make the coffee and she didn’t think it was right that we would have to drink his coffee. It must be pretty bad. The doughnuts are good, though.”


Discussion Questions on
One Day at the Coffee Pot

1. Wilma fears being labeled an “emotional woman.” Why would this be a problem for her? Does John express any emotions? Does he fear being labeled an “emotional man?” Why or why not?

2. Wilma is assertive with Ed in his office. What is his reaction? How does he suggest that she solve the problem? Under what circumstances does Wilma feel confident in confronting an employer? What costs does being assertive have for Wilma?

3. What is the significant of making coffee to Wilma and the other women in the office? What do the doughnuts mean to John? How have the secretaries dealt with the situation in the past?


5. What reaction do the office secretaries have to Wilma’s dilemma? What approaches have Wilma used to solve the problem? List any other approaches she might try.

6. Describe any legal implications in this situation. Describe any possible impact upon office productivity.

7. Would the situation have been viewed differently if there had been a male secretary on staff? Under what circumstances would it be appropriate for the secretarial staff to have the responsibility for making and keeping fresh coffee on hand?
The Man With The Plan

case study
written by Al Motley

These cases are based upon real experiences. Names and events have been changed; occasionally, characters may represent a composite of several persons. However, the perceptions are very real for the individuals involved. The purpose of these cases is to help people talk about perceptions which they may have hesitated to discuss and to identify resources to help them clarify and resolve the problems created by such critical moments.

“You are nothing but an Uncle Tom!” Those words from his younger brother’s lips still burned in Robert’s ears. And his sister had agreed! How could they say that to me? he wondered. After all my hard work to put them through the university? Did they not owe their brand-new professional jobs and big paychecks to his hard work and perseverance? He had sacrificed so much for Quentin and Sarah; how could they see him as an Uncle Tom? He tried not to think of it; it made him angry.

Robert had decided that he had put himself on hold to help others for long enough. He had his own family now; he had married a “white girl” as Quentin and Sarah called his wife. With Joanna expecting a baby soon, he was working a lot of overtime at his job as a refinisher for a local furniture manufacturer. “Everything is going to work out,” he had reassured her when she told him of her worries. “I’ve got a plan.” His plan was to work hard, as he always Had, and to return to school at Metropolitan Community College so that he could get into computer programming. It was time that he got on with his life.

Indeed, Robert needed to keep his job no matter what. However, from the first few moments when he had walked through the plant with his new manager, Vince, there was tension. He had overheard a co-worker whispering that they’d “never had a ‘colored’ person there before.” Within a week, a three-foot Confederate flag had been drawn on the board with the words, “The South will rise again” written beneath it. Vince had said it didn’t mean anything. But Robert noticed that it meant enough that it still remained there a year later. It sickened him each time he saw it. During the same week, Vince had welcomed him aboard with a handshake and then he looked at his hand and said with a laugh, “It didn’t rub off.” Robert had never experienced such a thinly veiled insult from a supervisor. All he could do was to stare in disbelief. He needed the job, so he let it pass. He had a plan.

Robert got through his probationary period at the company without any problems. In fact, his work was so good that he was assigned some of the more difficult precision woodworking projects. He also had begun to see how they “played the game” in the workshop so that some crew members
ended up with more than a fair share of the work and the blame for any errors, no matter who was really at fault. Once, when Vince gave him a new order, Robert had asked for the specifications in writing. Robert wasn’t sure why he had done it; it wasn’t something he ordinarily would do. Perhaps it was because they had discussed “good documentation” that day in his class at Metro. Later, when Karl, the plant manager, saw the finished order, he said it was all wrong and demanded to know what had happened. Robert replied that he had followed the order and showed it to him. Karl’s face reddened as he scanned the sheet. Later that day, Karl called Vince to his office and severely reprimanded him. Afterwards, Vince had come to Robert and, in front of several other guys in the crew, seethed: “I should smack you hard for doing that!” Robert hadn’t understood why Vince had come to him like that, but from that point on, Robert always looked over his shoulder. He didn’t want to fight, but if he had to, he would protect himself.

Because Robert was able to pick up things more quickly than others, his workload and hours increased. It was tough working all those hours with a new baby and his schooling. In spite of everything, he told himself, “You do what you have to do when you have a plan.”

He worked like this for a couple of years, filling in wherever he was needed. No one else would work his hours or assignments since it wasn’t “in their job description.” He put up with the obnoxious ethnic jokes, the flag, and all the rest to pay the bills and to keep taking courses at Metro. Eventually, things at work began to slow down. There was less overtime and the jokes became nastier and more frequent. One day, Vince came to him with his check and a pink slip. He didn’t say he was sorry. When one of the Other guys heard Robert say he was being laid off, he expressed surprise that no one else had been let go. “I guess things are getting harder around here,” he said to Robert. In a way, Robert was glad it would be over. But he didn’t know how he’d tell Joanna and what they would do now that he didn’t have a job and still didn’t have his degree.

As he looked at the thin slip of paper, Robert’s thoughts went back to his mother’s words: “Be independent. Be true to yourself. Work hard. Don’t let anyone tell you that you can’t.” He knew that Quentin and Sarah didn’t see him that way. “Could they be right?” he wondered.
Discussion Questions on
The Man with the Plan

1. What was there about Robert that caused his brother and sister to call him an “Uncle Tom?”

2. What incidents of racism occur within the case? Why do you think that none of the incidents was addressed? What responsibilities do employees have to address racial incidents at work?

3. When Robert applied what he had learned in his classes to the workplace, it didn’t work as expected. What factors had he failed to consider?

4. Which motivational principles does Vince use with the crew? Which does Karl use?

5. Robert’s productivity made him an outstanding employee. Was he a “team player?”

6. Why was Robert first to be let go?

7. When some employees work harder and longer than others, what consequences can occur in the workplace? What managerial techniques might be employed to counter any negative impact?
Tom’s Promotion

Case Study
Written By Daryl Hansen

These cases are based upon real experiences. Names and events have been changed; occasionally, characters may represent a composite of several persons. However, the perceptions are real for the individuals involved. The purpose of these cases is to help people talk about perceptions which they may have hesitated to discuss and to identify resources to help them clarify and resolve the problems created by such critical moments.

“Tom, we’re stuck,” Ken repeated. “You told us to hang the gutter in front and we’re ready to put it up but there’s no inside miters. Where are they?”

“I must have forgotten to order’em,” Tom admitted. “I guess I’ll have to go for some. You got something the guys can do ‘til I get back?”

“Not really,” was Ken’s response. “I guess they can clean up around here. Gee, Tom, this is really going to slow us down. I don’t know if we’ll make our number today.”

“I’ll be right back. Try to keep the guys busy while I’m gone. Don’t worry, we’ll make it.”

Tom’s voice was almost sheepish. It was embarrassing to have to admit to this nephew that he had screwed up again. This never happened when he was crew leader. But now that he was Project Coordinator, almost everyday there seemed to be something they were short of at the job site. And, the warehouse was always so far away! It might be just some pop-rivets, worth nothing more than a couple of dollars a hundred. But he’d have the guys waiting until he could bring supplies to finish the job before they could move on. He’d hired each of them and, to be sure that they’d be hard-workers and loyal, he had picked his friends and, yet, his nephew! What made it worse was that the guys’ income depended on what they got done. As Tom crawled into the pickup, he glanced back and saw Ken’s downcast look. Immediately, Tom’s stomach churned. He still couldn’t get used to that feeling.

As he turned the corner, Tom’s cell-phone rang. “Yeah,” he said into it. He heard Gordon’s calm voice asking how things were going. “Not so good,” was Tom’s honest reply. “I could use that training on blueprint reading. I got my paperwork wrong again today and it’s setting us back. When are you scheduling me for training?”

Gordon was reassuring, as always. “Tom, this is ‘season’ and your crew’s doing OK. Your numbers look good. Let up! I’ll get ya’ scheduled into training as soon as I can.” Tom was just about to tell Gordon that the guys and he would probably be staying late tonight to make those numbers.
But, as usual, Gordon hung up too quick. Three months ago, Gordon had welcomed Tom to the ‘world of management’ with two hours of introduction to office paperwork and an unfulfilled promise of more training to come. Now, Tom spent more and more time trying to make up for his mistakes by double checking his numbers and working late to help the men finish their jobs. This was his seventh day of working without a day off and he was tired.

Tom picked up four inside miters from the warehouse and started back to the job site. He dialed up his wife on the cell-phone as he drove west on Maple. Sondra’s voice was soft and hard to hear over traffic noises but Tom could tell that she wasn’t happy. “Honey, I know that we haven’t seen much of each other this week but it will get better.”

“How is this better?” Sondra asked. “You’re so tired and mean when you get home, who wants to be around you anyway? Where were you last night for Kathy’s birthday party?”

“I was finishing up at a worksite in Bellevue. I’m sorry I wasn’t there. Kathy is old enough to understand. And anyway, it’s my job, Honey…” Sondra cut in: “Twelve may be old enough to understand but not so old that it doesn’t hurt for a long time. She’s your daughter, Tom; she’s growing up without a father.”

At that point, Sondra made an ugly comment about Gordon and the company that Tom had signed on with six months ago. Yeah, Tom admitted it wasn’t the union job he’d had for twenty years and it didn’t pay nearly as well. But he snapped, “It’s what puts food on the table. Don’t be saying those things about Gordon! listen, hon, I’m calling to let you know I’ll be late tonight. Yeah, don’t wait up. It’s OK, I’ll make it up to you this weekend,” They both knew it was a lie; he wouldn’t make it up to her this weekend. Even if he were home this weekend, he’d be too tired and depressed to get out of bed.

Thinking about it, Tom knew Sondra was right. She was always right. After twenty years of marriage, Tom’s three months as Project Coordinator was the first time that he couldn’t look her in the face. In the past at the factory, Tom had put in double shifts before but there would be bigger paychecks to show for it. Now, the checks never got bigger and, though Tom was making more than he usually brought home as a crew leader, his pay never was a big as the checks they had grown accustomed to when he was a union worker. It didn’t wrap around all the bills. He didn’t feel like the man-of-the-house anymore. And he didn’t feel like smiling either.

Tom’s thoughts went to several of his friends who had difficulties adjusting after the plant closed. Two of the guys had heart attacks. And then there had been Smithy. Smithy was just a year older than Tom and they had been like brothers during the ten years they worked together. Tom couldn’t believe it last year when Gladys, Smithy’s wife, called and said there was an “accident” and
Smithy had killed by his own gun. Tom was sure that it had been suicide. Smithy was so serious and determined that the plant would start u again. It never did. Smithy just couldn’t adapt. Tom wasn’t so sure he could either.

For a week after Smithy’s death, it was like the old days; Tom started drinking hard again. He might have kept drinking too, if it hadn’t been for Kathy. He had found her alone at home crying. As he wiped at her tears with a Kleenex, he asked what was the problem, half expecting to hear about some boy at school. Instead, Kathy had said, “Daddy, I’m so afraid. Ever since you lost your job, things are getting worse. And now, now when you come home, you aren’t the same. You don’t want to be around Mommy and me; you both argue. And I heard that when Smithy had his accident, he had been drinking. You drink too much, Daddy.” The words echoed in his ears even now a year later: “You drink too much, Daddy.” Tom hadn’t had a drop since.

Now Tom had to decide if it was all worth it. As he thought about everything that happened, he could see Ken’s face, Kathy’s tears, and hear Sondra’s voice. His stomach churned again. And now that he had dropped out of his classes at Metro, he knew things wouldn’t be getting better. That was enough. He made a decision; if he screwed up one more time because of his lack of training, he would quit right then! He couldn’t keep up like this and he couldn’t expect his family to do so.

Discussion Questions On Tom’s Promotion

1. Why was Tom promoted?
2. What factors in the workplace and home are contributing to the stress that Tom feels?
3. What emotional reactions is Tom experiencing due to the stress?
4. Who is responsible for Tom’s stress? Why?
5. What strategies has Tom tried in dealing with the pressures in his new job?
6. What problems do Tom’s hiring practices cause him? Could his hiring practices result in any legal issues?
7. Would quitting improve Tom’s situation? Is there anything else that Tom could do that would help?
Ring, ring, ring…

“Hello.”

“May I speak to Jill please?”

“This is Jill.”

“I’m calling from Linden Valley Hospital. Is this the Jill Johnson that works in the Respiratory Care department?”

“Yes, is there a problem?”

“Oh, no-I’m sorry to alarm you. My name is Mary. I’m a nurse at the hospital. We were just told that the therapist who was supposed to work on our floor tonight had a family emergency and can’t come in. I was given a list of names to call to try and find a replacement. Is there any way you could come in and work? We’ll pay you double-time.”

“Gosh,” replied Jill. “I’d be happy to help out, but I’ve only been working at Linden Valley for three weeks and I really don’t know my way around yet.”

“Didn’t you go through orientation?” asked Mary.

“Not on the floors,” replied Jill. “I’ve only worked on the geriatric wing.”

“Well, Mary replied, “I can’t imagine there’s too much difference between two areas of the hospital—we’d really appreciate your help—we have quite a few pulmonary patients on treatments.”

Jill reluctantly agreed to work and said she’d be there in about an hour. After getting dressed, Jill gout out the orientation manual and went over some of the hospital policies and procedures. She was sure someone would be there to show her around. Anyway, they needed her and it was her duty to help out.

Jill arrived on third floor about fifteen minutes early and introduced herself to Kathleen, the Ward Clerk.
“So you’re the one they talked into working an extra shift,” said Kathleen pleasantly. “I’ll show you around as best I can, but I have to leave early. What do you need to know?”

“I guess where the supplies are located, what patients are on respiratory treatments and where the medications are kept,” replied Jill, a little disappointed. Her decision to sacrifice her day off was being referred to as “being talked into,” and on top of that, the person she’d hoped would show her around was leaving early.

After a brief tour of the supply cabinet and the medicine cabinet, and an explanation of the treatment cardex, Kathleen left and Jill went to work. The first couple hours went by smoothly. The patients were compliant and the rest of the staff seemed pleasant enough.

At 6:48 p.m., the hospital received word from the National Weather Service that Linden Valley was under a tornado warning and that there had been a confirmed touchdown less than fifteen miles away from town. The nurses’ station became command central. Jill quickly finished doing her rounds and reported to the charge nurse.

“What would you like me to do?” asked Jill.

“Go get the portable oxygen cylinders from the tank room,” was the reply, “and make sure there are extra masks and regulators-and you better be prepared to shut off the main oxygen line valve, just in case. Then come back here for further instructions.”

Jill was stunned. She’d seen the tankroom on her hospital tour three weeks ago but she couldn’t remember where it was, and she had no idea how to access the main oxygen line shut-off valve. She assumed that was a function of the maintenance department. As she turned back to ask for directions, she hears the Civil Defense sirens go off.

“Get all the patients out in the halls, NOW!” ordered the charge nurse. “Shut the patients’ doors, close the window blinds in the corridors, and Respiratory Therapy, we need those tanks NOW, and shut off the main O₂ valve—we’ll have to get by with the tanks!”
Discussion Questions On  
**Whirlwind**

1. Now that Jill is in an emergency situation, what should she do next?
2. Who is responsible for Jill’s lack of preparation to meet her responsibilities and her unawareness as to the location of the shut-off valve?
3. Are patients’ lives at risk even if the tornado does not hit Linden Valley?
4. If an incident report is filled out after the emergency is over, who should do the documentation and what should they document?
5. How could this situation have been prevented?
Not Where I Work!

Case Study
Written By Al Motley

These cases are based upon real experiences. Names and events have been changed; occasionally, characters may represent a composite of several persons. However, the perceptions are very real for the individuals involved. The purpose of these cases is to help people talk about perceptions which they may have hesitated to discuss and to identify resources to help them clarify and resolve the problems created by such critical moments.

It was a glorious day in the city. The birds danced upon the grass that was still damp from the morning dew. The air was filled with the scent of spring; simply put, it was a beautiful day for life. Mrs. Simmons was doing some volunteer work at the local thrift shop where she could be found most Tuesday mornings. She was nearing the final term of her second pregnancy, with her child due in two to three weeks. It was near eleven o’clock when she heard that an accident had occurred at Smith Grove Memorial Hospital, where her husband, a respected, well-known obstetrician worked. The details were sketchy and she could not get through on the phone line to clarify whether or not the rumors were true. It was reported that an accident had occurred in or near the obstetrics clinic where her husband worked.

At the hospital, the day had started in its usual manner, a little chaotic, but nothing out of the ordinary. Dr. Anthony Simmons sat momentarily gazing out the window, daydreaming about his beautiful wife, their two-year-old son, and the new little ‘package of joy’ soon to be delivered. Nurse Monroe buzzed in and brought Dr. Simmons out of his daze. “Sorry to both you doctor, I just wanted to let you know your one o’clock and 3:30 patients have cancelled and your next three patients are here.” “Thanks, I’ll be right out.” As he grabbed his stethoscope he glanced over the wall that held his degrees and awards. He dwelled a moment on the Purple Heart. Memories of that day in June, 1967 flooded back frequently. Today it left him with a sense of pride instead of loss. Even though lives were lost on the battlefield, since then his medical skills had save many.

As Dr. Simmons made his way down the hall towards the waiting room a shot ran out. A female voice cried out, “He shot me!” Dr. Simmons immediately became Major Simmons and he went into action. He ordered the other people out of the area and down another hallway. Quickly he focused on the injured female whom he recognized as Mrs. Carlisle, a secretary in the adjoining office. He had the attendants on duty call the police and building security as he wheeled Mrs. Carlisle into an examining room where she could be safely assessed. Having completed the most critical task up front,
it was now up to him to secure the area. His thought was that the assailant could still be in the immediate area planning to harm others. He returned to the original scene and did a quick scan of the area. With no clues as to the whereabouts of the assailant, he reviewed in his mind the possible escape routes out of the hospital. He suddenly remembered that there was only one hallway accessible to the outside. Doing his best military crouch impression, Dr. Simmons maneuvered his way around the solitary hallway being careful not to make a sound. As he slid around the corner he considered what he might find and what to do in each case scenario. His heart began to pound as he noticed a shadow in the corner. His thoughts raced from idea to idea. He figured if he waited for back up to arrive it could be too late-he knew the time to act was now. With a deep breath and silent prayer he leaped into action. He grabbed the arm of the assailant and proceeded to subdue him. What he soon realized was that he had just wrestled with the six-foot fern that had been there since grand opening, a gift from the hospital board. With a sign of relief he gathered his thoughts and headed back to his office with an embarrassed smile on his face. As he neared the elevators a policeman darted out. “Hey we need a doctor and fast!” Dr. Simmons accompanied him to the main entrance where in desperation the gunman had unsuccessfully attempted to take his own life and lay convulsing with severe trauma to the head.

The next morning Dr. Simmons sipped his coffee as he watched his son attempt to get at least one spoonful of cereal in his mouth. Mrs. Simmons made her way around the table to hand her husband the morning paper. The headline read “Two Critically Injured in Tuesday’s Shooting at Smith Grove Memorial Hospital.” It stated that Mrs. Carlisle had suffered a severe tear to the aorta from the shooting and had expired during emergency surgery. The gunman turned out to be Joe Solinski, a lab technician. He had survived and was listed in critical but stable condition. The paper went on to list the individuals who were recognized for their actions of courage and valor. However, the man who took charge and brought order to the situation and saved the gunman’s life was not recognized. Mrs. Simmons turned to her husband and asked, “Was it hard to save the life of someone who purposely tried to take the life of another?” “Aren’t you upset that you didn’t get any recognition in the paper?” “If you had it to do all over again, would you do the same?”
Discussion Questions On  
Not Where I Work!

1. Do situation such as the one described in the case happen in today’s workplace?

2. What factors have been overlooked that permitted this incident of workplace violence to occur at the clinic?

3. How did Dr. Simmon’s prior experiences affect the way he handled this situation?

4. What principles presented in this case would be useful in establishing policies for avoiding incidents of workplace violence?

5. What internal conflicts is Dr. Simmons experiencing in this case?

6. As you have reviewed this case, what emotional reactions have you had that influence your responses to the previous questions?
These cases are based upon real experiences. Names and events have been changed; occasionally, characters may represent a composite of several persons. However, the perceptions are very real for the individuals involved. The purpose of these cases is to help people talk about perceptions which they may have hesitated to discuss and to identify resources to help them clarify and resolve the problems created by such critical moments.

“We shouldn’t be doing this. I think it’s illegal,” a nervous Suzy whispered. “Naw, it’s a hospital computer. We work for the hospital and have clearance to use this equipment. My husband says it’s O.K., and he should know,” replied Kathy. Her husband worked as a computer network administrator at an insurance company in town. “I guess you’re right, and the Doc has been acting so weird lately,” justified Suzy. ‘The Doc’ was Dr. Lehman, their boss at the Windsor clinic. Suzy was the clinic’s office manager and didn’t actually think they would find anything suspicious, but was curious anyway. Kathy was new to Omaha and to her job as the clinic nurse. “Omaha’s a fairly big city. I suppose the Doc could have a secret life out there,” Kathy guessed. “No, when it comes to things like that, even Omaha is a small town. Everybody knows each other’s business, especially in the Doc’s position. You have to be careful,” said Suzy.

“Aha, here’s something!” exclaimed Kathy. “What? What is it?” a surprised Suzy breathlessly asked, almost blowing their cover. The only other person in the clinic at this hour was Sandra, a part-time nurse who assisted Kathy when the patient load was heavy and when monthly reports needed to be filed. Dr. Lehman had rounds that afternoon at the hospital across town. “Oh, it might not be anything, just an email message or two.” “Who are they to, what do they say?” prodded Suzy. “Do you know someone named Olivia?” asked Kathy. “No, who’s that?” inquired Suzy. “If I knew that, hey – look at this!” “What, what?” an exasperated Suzy exclaimed. “It sounds like they’re planning to meet while Doris is in Minnesota visiting her parents. That’s this week!” whispered Kathy.

“This sounds serious. I thought the Doc and Doris had a good marriage,” offered Suzy. “At least that’s the impression they give at church,” responded Kathy. “That’s right! You go to the same church as they do. How well do you know Doris?” asked Suzy. “Enough to know that this would devastate her. She’s built her life around her husband’s career and those kids,” Kathy replied. “Should we tell her?” wondered Suzy. “I don’t know, I just don’t know,” muttered Kathy.
Just then, Sandra entered the office and asked no one in particular: “Hey, what’s the schedule tomorrow? Do you need me to come in?” A startled Suzy replied, “Uh, I don’t know off the top of my head. Um, let me check.” “What’s that on the screen? What are you two up to?” inquired Sandra. Kathy quickly jumped into the conversation, “It’s nothing, just some email we came across.” “Are you two snooping around? What’s the deal?” asked Sandra. A matter-of-fact Suzy interjected. “Oh, we’re just wasting a little time. Let’s see, no, the schedule’s pretty light tomorrow. I don’t think we’ll need you until Thursday. See you then.”

After Sandra left, a confused Kathy looked at Suzy and asked, “What’s your problem? Why’d you get so defensive with her? You’re acting like you’re trying to hide something!” “Kathy, I can’t afford to lose this job. If Dr. Lehman ever found out, we’d be out of here!” “But Suzy, you know how strange he’s been acting. Our jobs might not be very secure as it is. Anyway, we don’t work for Dr. Lehman, we work for the clinic.” “But we were snooping into someone’s private files. At the very least, that’s not ethical. And I still think it’s illegal, no matter what your husband says!” “Suzy, it was your idea to try to see what was going on in the first place. I just went along with it. You asked for my opinion, and I said my husband told me that company networks belong to the company, not to individual employees. Anything you enter on the computer is open to review.” “I’m washing my hands of this. It’s your problem now. If anyone asks, I don’t know anything!” Suzy emphatically stated.

After the church service on Sunday Kathy sat down with Doris in the fellowship hall for coffee and donuts. Doris and Kathy had become fast friends because of their similar interests in mystery novels and quilt making; it was later that Kathy learned that her friend Doris was actually Dr. Lehman’s wife. “Kathy, it’s so good to see you! I missed you while I was away visiting my folks in Minnesota. How’s your family?” “Never better. The kids love it here in Omaha. People are so friendly.” “That’s wonderful,” replied Doris, “I wish I could say the same.” “What’s wrong?” asked Kathy politely, but not really wanting to get involved. “Oh, it’s probably nothing. But Jack and I haven’t been getting along lately. He’s so distant. I just can’t figure it out. I wonder if there might be, I mean, if he’s seeing another woman. Oh, I guess I’m being silly. He couldn’t be seeing someone else. I would hear something by now,” “Oh Doris…” Kathy sighed.

Kathy and Doris went for a walk. Kathy couldn’t bear to see her friend suffering like this, not knowing. She told Doris about the email message. “Do you know who this Olivia is?” asked Kathy. “No, I haven’t a clue. Jack has been very secretive lately. He’s been on edge with the kids and me. I guess he feels guilty,” said Doris, fighting to talk through the tears. “What do the others in the office say? Do they know?” she asked, almost sobbing. Kathy paused. She recalled what Suzy had said,
how she was so concerned about staying out of this. But wasn’t it Suzy’s idea to ‘snoop’ in the first place? Kathy decided to protect her co-worker. “No, just me. I’m the only one who saw the email message. I guess people should be more careful not to leave things like that on the computer. Anyway, that’s not the point. We have to think about you right now,” Kathy said sympathetically.

Everything appeared pretty normal at the clinic for the next few days, but the air seemed heavy at times, as if everyone was under unusual tension. Kathy convinced herself it was her imagination. Nonetheless, her heart jumped a beat when she heard Suzy say, “Kathy, Mr. Giles is visiting today. Is there anything you want to discuss with him?” Mr. Giles was the C.E.O. of the health care organization that owned the hospital and the Windsor clinic. “No, I don’t think so. Everything is fine on my end. If he’d like to visit with me let me know.” “Well, I think he does. He’ll be here in an hour,” Suzy informed her. “O.K., I’ll change my lunch plans.”

Kathy wondered what was up. This was the first time Mr. Giles asked to meet with her specifically. She had heard that Mr. Giles was very approachable and encouraged his employees to succeed. “Maybe he wants to discuss my recent review,” she thought to herself, “it was very positive.”

“Kathy, I hear you’ve been doing good work for us,” a cordial Mr. Giles asserted as he greeted her in the small conference room. “Thank you Mr. Giles, I enjoy working here, I love Omaha. I just try to help out where I can.” “Well, I’m sure they appreciate you, too. But I hear that morale has not been what it once was here. You know, sometimes a new link in the chain can change things. We have certain ways of doing things here, what with the size of the clinic and all. Things must be very discreet. Patients must be made to feel comfortable, like they belong, like their personal lives and health conditions are kept private.”

“I certainly agree, Mr. Giles, but you have to be discreet in this profession regardless of where you work,” Kathy observed. “That may be true, Kathy, but here it directly impacts our livelihood. I understand that you were reading other employee’s email and shared it without authorization causing him some embarrassment. This is a very serious matter, Kathy, if it’s true. What do you have to say?”
Discussion Questions on
*A Fine Line*

1. What was this case about?

2. Was Kathy correct in her assertion that she had a legal right to read Dr. Lehman’s email? Was it ethical?

3. What was Suzy’s ethical responsibility to the clinic and to Dr. Lehman?

4. Should Kathy have told Doris about the email messages she found? If not, why not?

5. What were the options for Mr. Giles? What would be his best alternative for handling this situation?

6. How should Kathy respond to Mr. Giles?
“Why shouldn’t I go to law school? You’re never going to do anything but work as a meat cutter!” Tammy wiped the tears of frustration from her eyes.

“That’s not fair.” Ted replied, “I’m just a meat cutter because I never had a chance to be anything else. You got your degree; now it’s your turn to work while I go to school! When I finish, then, we’ll see.”

After much discussion, hurt feelings, and several fights, Tammy agreed to allow Ted to have his turn and go to college. Tammy’s bachelor’s degree in business landed her a managerial job at a small factory outside of Sioux City, but this made it difficult for Ted to pursue his dream of becoming a chemical dependency counselor. The closest college that offered this degree, that they could afford, was Metropolitan Community College, which was sixty-five miles away.

Metro was located in a much larger community where Ted could easily find a good part-time job and where his mother lived. Ted and Tammy decided that Ted would move in with his mother Monday through Friday. This would allow him to be available for day classes, save time, travel expenses and return to Sioux City to his family on the weekends.

This arrangement worked well for the first six months. Ted had taken a job at a local auto-parts store and was working nights from 6:00 p.m. through the 10:00 p.m. closing. His co-worker and supervisor, Susan, had made it clear to Ted that she was quite interested in more than a working relationship with him. She said that he needed some training away from the store. She suggested that spending some extra time together could help him learn more about his job and gain a better understanding of the business. “Look Ted,” Susan said quietly as they talked at the cash register, “Grow up, you’ve got to make a place for yourself in the world. I can’t believe anyone could expect anything different! We need to work closely together so you can learn this business fast. After all, you are the man in the family and should be the one bringing home the salary.”
Ted felt flattered by her attention and began to confide in her about his marriage. “I know we got married too young and Tammy feels cheated out of her days as a college student. She was a great student but had to quit school’ cause we couldn’t manage the tuition and childcare expenses. I was making good money as a meat cutter for IBP, but cutting those carcasses was really hard work. I am not sure how long I could have kept it up. Sometimes my back and shoulders kept me awake – they hurt so badly. I had to come back to school to learn how to do something else.”

Susan was sympathetic as she listened quietly to him. She responded, “Oh, Ted, you have such great potential as a store manager! You are wasting your time going to college. Why don’t you come and work for me full-time? You could take a class now and then part-time. I just think we’d be a great team!”

It startled Ted to hear the enthusiasm in her voice, her positive attitude and comments seemed reassuring but he let it rest. However, it was nice to hear someone be so confident in him when things were so tough.

A couple of months later, Susan called him on a Thursday at Metro to say that there was an emergency at the store. She asked him to come in right away. Ted agreed, and when he arrived at work he found Susan emotionally distraught over a problem with an angry customer who had become verbally abusive with her in the store and had left. Ted did his best to calm her down; he even gave her a little hug to make her feel better. As she sobbed against his shoulder, he agreed to stay in town and help her on Saturday in case the customer should come in and start trouble again.

“But, Hon, she really needs me to stay. That jerk could hurt her. She has been such a good friend, letting me arrange my work around my classes and my tutoring appointments. I feel I owe it to her!” Ted explained to Tammy on the phone. “I know I didn’t come last weekend because of that big psychology test, but I’ll be there next weekend, I promise. We’ll do something really special.”

“You do what you have to!” snapped Tammy and slammed down the phone. Ted sighed heavily and headed for work.

After work on Saturday, Susan invited Ted over for dinner as a way of showing her gratitude for his help. Ted agreed to go, but felt uncomfortable all through the meal. He sensed that Susan was really not all that upset about the incident in the store. He expected her to discuss ways in which the incident might have been avoided, but instead she talked about her apartment and what she was planning for the next weekend. “By the way, Ted,” she said, “I am having a party next weekend and I would like you to be here. I don’t want my friends to think I don’t have a date. I know that’s silly, but it would mean a lot to me to have you here. I feel safer when you are around, and besides we need to get to know each other better if I am going to train you to be one of my managers.” Ted felt
embarrassed by Susan’s remarks although he wasn’t quite sure why. He wondered whether or not he had misinterpreted her intentions and was just flattering himself. He felt very insecure in his judgment and made some awkward excuses about needing to get some work done at home. Although Susan pouted and acted upset with him for leaving early, Ted fled Susan’s apartment for the security of the drive to Sioux City alone.

Ted drove the 65 miles to Sioux City only to find a note to the neighbor saying that Tammy and the girls had gone to visit him at his mother’s. He knew at once that Tammy and the two girls had arrived in Omaha earlier that evening and were unable to find him. He called his mother’s phone repeatedly but could not get through. The operator told him “A receiver must be off the hook somewhere in the house. There is nothing I can do, sir. Perhaps you could call a neighbor and ask them to go next door?”

Ted didn’t know the last names of his mother’s neighbors so he called Susan hoping that she would drive to his mother’s and explain to Tammy and his children what had happened. Susan sarcastically told Ted “So, you can’t even solve your own family problems without my help! You’d better quit those silly college classes, and come to work full-time with me. Grow up Ted, maybe Tammy should know that you came to my house and have been leading me on. I could tell her some things that you couldn’t live down this century!”

Discussion Questions on The Mouse Trap

1. List the feelings that Ted might be experiencing at the end of the story.
2. What is sexual harassment? Is there evidence that harassment has occurred in this story?
3. As you read the story, you may want to determine who has power and what motivates their behavior. Do this for each character: Ted, Tammy, and Susan.
4. Evaluate Ted’s judgment during the case. What could he have done differently?
5. Create a different ending for the case that you think will have a better outcome for all the characters. What would it have taken for this ending to have occurred?
“Hey Rick, when you gonna act like a man and get a real job?” Rick Adler’s brother-in-law Barney shouted across the crowded picnic area at the annual family picnic. The crowd quieted somewhat and gazed at Rick, waiting for a response. Rick drew a deep breath and calmly responded, “I have a real job; I am taking care of my wife and children.” Barney shrugged and focused his attention on his son, 13-year-old Mark, who was struggling with the crank on the ice cream freezer. Others returned to their conversations.

Rick and Sandra Adler enjoyed their lifestyle. Sandra was vice-president of a growing computer marketing firm and she and Rick shared a comfortable home in Plattsmouth. It had not always been that way, however. When they married, they lived in a smaller town. Sandra drove 60 miles each way to attend a community college and Rick was a technician in a medical laboratory. Rick worked from 9 p.m. until 5 a.m. The night shift was not a problem because Sandra could arrange her class schedule for late mornings and their neighbor could baby-sit for a couple of midday hours while Rick got his sleep. After Sandra graduated, she secured a good-paying computer programming job in Crandall Falls and the family relocated just in time for Tina, the oldest of their three children to enter kindergarten.

Things had not worked out as well for Rick. Lab tech jobs did not pay well in the city hospital and the hospital had a policy of rotating shifts from month to month. Rick never knew if he would be working days, evenings or overnight. They found that childcare for Tina, Robby and Dana often cost more than Rick made in a week. Although they never really talked about it, one day Rick gave his notice and took up the job of stay-at-home parent and househusband. This took some pressure off Sandra. She was able to put in extra hours, qualify for specialized training, travel for her company and grow with the rapidly changing information technology field. After 17 years of marriage and two more children (Daryl and Mitzie), Rick and Sandra have an easy, comfortable relationship; Sandra’s
salary is nearing six figures and their five children are “typical” kids, doing well in school and active in a variety of extra-curricular activities.

Back at the picnic, Rick approached his father who was flipping burgers at the barbeque grill. Seventy-three-year-old Harry turned to Rick and said in an angry tone, “What’s the matter with you? Your mother would turn over in her grave if she knew you can’t hold down a job! She didn’t raise you to be a sissy!” Despite the ten thousand times he had heard these words from his father over the years, they had not lost their sting for Rick.

“Geez, Grandpa, Dad’s no sissy!” countered Robby, who had just sauntered up with a plate holding a mustard and catsup-coated bun, “He’s the best baseball coach we ever had! If he worked like the other dads, who’d coach us? Mom? She can’t tell a fly ball from a grounder. We’d never win any games! Can I have that big fat burger over there?"

“All the same,” Harry retorted, plopping the burger on Robby’s bun, “it doesn’t look right for a man to let his wife support him.” Look, Dad, we’ve been over this before. I am taking classes during the day while the kids are in school and as soon as Mitzie is in junior high, I will have finished my degree and plan to look for a job! By then, Tina will be ready for college and we’ll really need some extra money.”

“Some degree… respiratory therapy! I always thought there was something funny about those male nurses. I guess it fits with letting your wife wear the pants in the family.” Harry turned back to the grill and added several more raw burgers.

“Oh, for Pete’s sake!” Rick said as he walked back to the picnic bench with his burger.

“Don’t let him get you down, dear.” Sandra smiled sympathetically as he sat beside her. “Just think how well the kids are doing. You’ve been there to help with homework every day and I certainly appreciate coming home to a clean house and a good meal. We are all really lucky.”

“Yeah,” said Sue, Sandra’s older sister, “I wish I could get Barney up from in front of the TV to help our kids with their school work. He says he works at the store all day, being nice to old ladies, and he deserves a little peace. Well, I work at that hardware store too. I have to come home and cook and clean and do laundry plus help with homework and run Chris off to ballet and Mark off to soccer practice. You’ll see just how good you’ve had it, when Rick goes back to work and you have to try to do all that stuff too!”

“Dad’s going back to work? When? That’s not fair!” cried Mitzie who had strolled up in time for the tail end of the conversation. “Who’ll take me to practice? I am finally going to get to play on the seventh grade team!”
“That’s a year away, Mitzie. By then Tina will be away at college and both Robby and Dana will have their licenses. You and Daryl will get to all the places you need to go!” answered Rick.

“Besides, I’ll only be working three or four days a week from seven in the morning till seven at night. You’ve done fine while I’ve been taking my clinical classes. Nothing will change too much, I’ll have lots of free time.” . . .

But the next year, after several weeks of job hunting, it seemed Rick was going to continue to have plenty of free time. Even after graduation with honors from Metro Community College, he seemed to be having an unreasonably difficult time landing a job.

One day, while he was sitting in the waiting room of the human resources office of a local hospital, he overheard the director say, “We have that Adler guy in the waiting room again today. Frankly, it has been my experience that when people, especially men, don’t have any job history for a few years, they have something to hide. Adler hasn’t had a regular paycheck for nearly 16 years!”

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**Discussion Questions on**

**A Real Man**

1. What was this case about?

2. Explain how and from whom people learn socially appropriate behaviors for males and females.

3. Assess Harry’s motivation to treat Rick as he does. What about Barney? What could happen to help each of them change?

4. Why do you think Rick’s values and behaviors seem so much different than Harry’s?

5. Critique Sandra’s support (or lack of support) for Rick’s career plans. What more might she do to validate him both professionally and personally?

6. Predict the adjustments Rick’s family (the children and Sandra) will have to make when Rick does achieve full-time employment.

7. What might the human resources director think Rick has to hide? Why?

8. How is Rick likely to be feeling when he overhears the director’s comments?

9. What should Rick do next?
The Missed Order

case study
written by Helen Sorenson

These cases are based upon real experiences. Names and events have been changed; occasionally, characters may represent a composite of several persons. However, the perceptions are very real for the individuals involved. The purpose of these cases is to help people talk about perceptions which they may have hesitated to discuss and to identify resources to help them clarify and resolve the problems created by such critical moments.

“Have you seen LeAnn yet?” asked Jean impatiently. “I’ve got to pick up my kids from the sitter.”

“No,” replied John. “She didn’t call and ask for sick time, so I assume she’ll be here. Didn’t she work yesterday?”

“Yes,” said Jean, “but so did I, and I got here on time! How about letting me give you report and you can fill LeAnn in when she gets here?”

“No can do, Jean, You were in the intensive care unit with ventilators – and you know the rules about not passing off report. How many patients in the unit are on ventilators?” asked John.

“Three,” replied Jean. “Two are pretty stable, but Suzy Johnson had a rough day.”

As they sat there nursing their mugs of coffee, LeAnn strolled into the office, bumped into the desk and swore, “damn, now my leg will hurt all night.”

“Are you okay, LeAnn?” asked John.

“Yeah, just wish I didn’t have to work tonight – I’ve got other things to do.”

“I can see that,” replied Jean sarcastically, “and sobering up might be one of them.”

“Oh, get a life, Jean,” retorted LeAnn. “I’ve only had a couple drinks, it’s no big deal. I could do this job with one hand tied behind my back.”

John, listening to the conversation, quietly left the room. He walked upstairs to the supervisor’s office. Although the door was open, he gently knocked.

“Come in John, I was just getting ready to go home. What can I do for you?” asked Marjorie.

“Well, we may have a problem,” said John.

“Nothing serious I hope.”

“You’re the supervisor,” replied John. “I’ll let you make the call. LeAnn just showed up to work the night shift and she’s been drinking.”
“Are you sure?” asked Marjorie.

“Yes, she admitted it. Jean and her are down in the office now. She’s supposed to work in the intensive care unit tonight and I’m not sure it’s a good idea.”

“Thanks for telling me John, I’ll see what I can do.”

Marjorie got out the schedule and starting making phone calls. After about ten minutes Marjorie walked downstairs toward the respiratory therapy department. She ran into Jean at the bottom of the stairs. Jean was obviously on her way home.

“Jean, I’m glad I caught you. John said there might be a problem letting LeAnn work tonight – what do you think?”

“Well, I think she’s drunk, that’s what I think,” answered Jean. “Are you going to replace her?”

“I tried,” sighed Marjorie, “no one will come in. Could you work a double shift?”

“Not tonight,” said Jean. “I’ve got to go get my kids from the sitter’s, they have school tomorrow. John might have agreed to work a couple extra hours, but he’s gone already and he has to work again tomorrow.”

“Do you think LeAnn will be able to do patient care?” asked Marjorie.

“Well,” replied Jean, “one of the ventilator patients is pretty unstable. I don’t think I’d put her in the intensive care unit. She shouldn’t be here at all – you know that.”

“You’re right,” replied Marjorie, “it’s just that we’re so short staffed – and I honestly tried to replace her tonight.”

“So what are you going to do?” asked Jean.

“I know the nurses working in the unit tonight,” offered Marjorie. “I’ll asked them to keep an eye on her. If she shows any signs of not being able to function, I guess I’ll have to come in and cover the rest of the shift myself.”

“Hey – good luck and good night,” called Jean, as she walked down the hall.

The night passed without any apparent problems. LeAnn quietly went about her job, drinking many cups of coffee between her scheduled treatments and ventilator checks. The nurses kept a close eye on her for the first couple hours. They quietly discussed the situation and decided not to call Marjorie. At 7:00 a.m. the next morning John returned to work.

“Morning, LeAnn,” said John. “How was the unit last night?”

“Oh, pretty good, thank goodness. None of the patients had any problems – so it was an easy shift.”

“No ventilator changes on Suzy?” John asked. “Jean said she was pretty unstable yesterday.”
“Well, no one told me if there was,” replied LeAnn, “she was real quiet all night.”

After giving report and discussing the schedule for the day, LeAnn left and John walked into the intensive care unit. The first thing he noted was a group of doctors standing outside Suzy’s room. “Is there a problem?” John asked the doctors.

“There seems to be a change in her mental status; she’s not responding like she did yesterday,” said Dr. Paulsen. “What was her blood work like at 11:00 p.m.?”

John seemed surprised. “I didn’t know she had any tests ordered. The night therapist didn’t mention drawing any blood. I’ll check the lab results right away and get back to you.”

After looking through the chart, John noted the order, written at 10:00 p.m., for blood work. He also noted that no blood had been drawn. He immediately paged Dr. Paulsen and explained the situation, offering to draw blood right away. “What should I be looking for, Dr. Paulsen?” asked John.

“We were watching her carbon dioxide level pretty closely yesterday,” replied the doctor. “Call me if the results are over 50 mmHg. No one paged me last night, so I assumed Suzy’s condition had stabilized.”

John drew the blood, injected it into the analyzer and waited a few minutes for the results. What he saw angered him. Suzy’s carbon dioxide level was 97 mmHg, dangerously high. He immediately called Dr. Paulsen, who ordered changes on the ventilator. After making the changes, John walked out into the hall where Dr. Paulsen met him.

“Exactly what happened here?” demanded Dr. Paulsen. “Can you explain to me why my order was not followed? Suzy’s carbon dioxide level should never have been allowed to climb that high. This will make it even harder to wean her off the ventilator. Who is responsible for this screw-up?”

Discussion Questions on The Missed Order

1. What should John say?
2. Does employee use of alcohol explain this case, or are there other possible explanations?
3. What factors did Marjorie consider in deciding about the evening’s coverage? Did she meet her responsibilities as a supervisor?
4. What actions might have been taken to assure quality care on the unit during the night?
Right-Sizing Case Study

Your company is being restructured and downsizing is the result. Five of ten employees must be released from their job duties. All ten people are good workers and have been employed at this company for a period of time. They work together in what appears to be very successful team efforts and all make significant contributions to maintain the company’s policy of quality service and production. The headquarters of your branch office is not local and has given the mandate to downsize in order to fit new requirements and financial restraints foreseen in the next five-year forecast of the company. Two of the ten people are supervisors, two are assistants but all positions will be affected by the restructuring. The following is a brief description of each current employee and their positions. As a group, decide who will leave the company.

1) Mel – White middle-aged male supervisor: has been with the company from the beginning and works well with the people. He’s not fond of change and doesn’t believe in keeping current with rapid changes in technology.

2) Alice – Black female, late 30’s and is a supervisor, has a degree in business administration and displays high energy in determination to get the job done. She is also a good team player because of her tolerance level in the business arena but most of the staff doesn’t feel she is genuine in her communication with them.

3) Joe – White male mid 20’s second level computer programmer, high in integrity, intelligence and motivation. He gets along well with all levels of staff and looking for a career in computer technology.

4) Charles – Asian American male middle 30’s, data processor, married with children, mild mannered and work oriented. He doesn’t relate well with the team because of personal preference but doesn’t cause any problems. He would prefer to just do his job to the best of his ability and go home.

5) Alice – White female, clerk, older woman coming into the job arena late in life after raising children and widowed. She’s a good team player and consistent worker.

6) Gail – White female, clerk, college student attending night school to complete her degree. She has a quiet personality, is a cooperative team player but it is apparent that her focus is on long term career goals after college.

7) Dawn – Black female, late 40’s, data processor, married with children and executive husband. She’s a good team player and contributes good ideas to the company.

8) Rico – Hispanic male, mid 30’s assistant supervisor, works long hours and is very goal oriented. Would like to have his own business one day and bring his family to his country.
9) Charles – Black male, mid 20’s file clerk new kid on the block. Very ambitious and hard working. This is his first opportunity at a job with advancement opportunities in the business field he is pursuing. Hopes to climb the ladder on his expertise and experience.

10) Steve – White male, early 50’s, assistant supervisor very business oriented with strong leadership qualities. Believes in people but has been somewhat disillusioned with the high pressure of the new technical world.

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**Group Discussion**

In your group discussion, consider the following

1. Define the Problem
2. List Some Facts
3. List Some Assumptions
4. List Recommendations:
5. Discuss your methodology for deciding
6. Present the Team’s Conclusions – Both the majority and minority views