

2. Individually, complete the following questionnaire by responding to each question as follows: "never," "rarely," "sometimes," "frequently," or "always."
1. _____ When time is running out on an important project, I am the person who should be called on to take control of things.
 2. _____ When listening to a piece of music, I can pick out a specific voice or instrument.
 3. _____ The people who know me think of me as being "serious."
 4. _____ It is important to me to get a job completely right in every detail, even if it means being late.
 5. _____ When approaching a busy intersection, I easily get confused.
 6. _____ Just by looking at someone, I can figure out what he or she is like.
 7. _____ I am comfortable arguing with people.
 8. _____ At a cocktail party, I have no difficulty keeping track of several different conversations at once.
3. Discuss your answers with everyone else in your group. Item by item, consider what each person's response to each question indicates about his or her ability to focus.

Questions for Discussion

1. What questions were easiest to interpret? Which were most difficult?
2. How did each individual's responses compare with the way you would assess his or her ability to focus under stress?
3. For what jobs is the ability to concentrate under stress particularly important? For what jobs is it not especially important? How important is this ability for the work you do?

Practicing OB

Stressed-Out Employees Are Resigning

As the managing director of a large e-tail sales company, you are becoming alarmed about the growing levels of turnover your company has been experiencing lately. It already has passed the industry average, and you are growing concerned about the company's capacity to staff the call center and the warehouse during the busy holiday period. In conducting exit interviews, you learned that the employees who are leaving generally like their work and the pay they are receiving. However, they are displeased with the way their managers are treating them, and this is creating stress in their lives. They are quitting so they can

take less stressful positions in other companies. Answer the following questions based on the material in this chapter.

1. Assuming that the employees' emotions and moods are negative, what problems would you expect to find in the way they are working?
2. How should the company's supervisors behave differently so as to get their subordinates to experience less stress on the job (or, at least, get them to react less negatively)?
3. What could the individual employees do to help manage their own stress more effectively?

■ A Basketball Court Judge Faces a Federal Court Judge

"I've brought shame on myself, my family and the profession" were the words of Tim Donaghy, as a federal district judge sentenced him to 15 months behind bars in July 2008. Formally, the charges against him were conspiracy to engage in wire fraud and transmitting betting information through interstate commerce. In plain English, the 41-year-old Donaghy, a 13-year veteran National Basketball Association (NBA) referee, admitted to taking thousands of dollars in payoffs from

a professional gambler in exchange for giving inside tips on games he officiated.

Upon sentencing Donaghy, U.S. District Judge Carol Amon gave him credit for cooperating with the court but explained that a jail term was justified since, "The NBA, the players and the fans relied upon him to perform his job in an honest, reliable and non-conflicted manner." Instead, she said, he was "compromised by a financial interest in the game he was refereeing." The contrite Donaghy stood with his arms folded and showed no emotion. When

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invited to speak, he told the judge, "I'm very sorry for the acts for which I stand before you."

Although sportswriters and NBA officials roundly criticized Donaghy for his actions, they also acknowledge the intensely stressful nature of the referee's job. Living out of a suitcase for over half a year, they log thousands of miles on the road during the season and face extreme pressure. Not only do they have to make split-second decisions, but they also have to do it in the shadow of giant players and coaches who are not exactly reticent about sharing their opinions about the nature of their calls.

Although Donaghy can serve his sentence and put the ordeal behind him, some believe that the problems for the NBA may be just beginning. In the course of defending himself, Donaghy revealed that NBA officials told referees to go easy on calling technical fouls against certain star players, who fans wanted to see on the court, and to make calls that extended playoffs to seven games so as to boost income for the league. NBA Commissioner David Stern has repeatedly denied that corruption went beyond Donaghy, explaining that Donaghy fabricated the claims to create the appearance that he was sharing

information in the hope of getting a lighter sentence. Although the court announced that Donaghy's claims of widespread game manipulation were unsubstantiated, the NBA recognizes the serious public relations nightmare it has on its hands.

Unless the game can be played with integrity on a level playing field (or, court, in this case), it has no future. To ensure the quality of officiating from now on, Commissioner Stern created a new position, senior vice president of referee operations, staffed by retired U.S. Army General Ronald Johnson. If you think being a referee on the court is stressful, imagine what it's like to be in charge of all of them from behind a desk in a New York office.

Questions for Discussion

1. What particular emotions do you believe Donaghy experienced as this situation unfolded?
2. What sources of stress did Donaghy encounter, and how did he respond to them?
3. Considering the stressful nature of his ordeal, what would you recommend to Donaghy that he do to alleviate some of the stress he encountered?

Part 2 Video Cases

■ Training and Development

Employee training is a major responsibility for most human resource departments. These programs provide employees with the tools they need to accomplish their job duties successfully. Developing a good plan begins with clearly identifying what needs to be achieved and then determining which kind of training is most appropriate. Once the answers to these questions have been identified, firms can ascertain who should conduct the training and how its effectiveness will be measured.

According to Jenny Herman of Lowes Hotels, for a training program to be effective, it should incorporate input from people in the field and be used on a pilot basis to work out any kinks before being rolled out to the entire firm. Various tools, including one-on-one relationships, mentoring programs, interactive training, and computer training, can be used. Training is not a one-time event, but an ongoing process. Companies also should implement management development programs

to help employees improve their skills and advance their careers.

Although an annual review can provide employees with some feedback, Martin Buckingham of Hot Jobs says that he prefers ongoing feedback. Herman claims that at her organization, the management development program focuses on the career plans of employees and the steps managers should take to move toward achieving their goals.

Discussion Questions

1. Which of the different types of training presented in Chapter 3 would be most effective for companies like Lowes Hotels?
2. Why are the keys to effective training presented in Chapter 3 so important to companies like those shown in the video?
3. Explain how 360-degree feedback can be used to improve the effectiveness of training in situations like the one at Lowes Hotels.

■ Managing Stress

Stress in the workplace is all-too-commonplace. Some individuals, like Student Advantage's Vinnie Russo, feel pressured because they cannot say "no," even when they are already overscheduled. Other employees, like Heidi Vanvliet, feel stressed when they are faced with impossible

deadlines. People experience this pressure in different ways. Things that might cause strain in one person may be of little importance to another. An individual's experience also plays a role: An employee who has already put in an 18-hour day, for example, may feel bothered when facing a situation that on any other day would cause little problem.

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