

Chapter Summary

1. Stress is the unconscious preparation to fight or flee when faced with any demand. Distress is the adverse consequence of stress.
2. Four approaches to understanding stress are the homeostatic/medical approach, the cognitive appraisal approach, the person-environment fit approach, and the psychoanalytic approach.
3. The stress response is a natural mind-body response characterized by four basic mind-body changes.
4. Employees face task, role, interpersonal, and physical demands at work, along with nonwork demands. Globalization, international competition, and advanced technologies create new stresses at work.
5. Nonwork stressors, such as family problems and work-home conflicts, can affect an individual's work life and home life.
6. Stress has health benefits, including enhanced performance.
7. Distress is costly to both individuals and organizations.
8. Individual diversity requires attention to gender, Type A behavior, personality hardiness, and self-reliance in determining the links between stress and strain.
9. Preventive stress management aims to enhance health and reduce distress or strain. Primary prevention focuses on the stressor, secondary prevention focuses on the response to the stressor, and tertiary prevention focuses on symptoms of distress.

Key Terms

compensation award (p. 248)	performance decrement (p. 247)	strain (p. 236)
counterdependence (p. 250)	personality hardiness (p. 250)	stress (p. 236)
distress (p. 236)	preventive stress management (p. 251)	stressor (p. 236)
ego-ideal (p. 238)	primary prevention (p. 251)	tertiary prevention (p. 251)
homeostasis (p. 238)	secondary prevention (p. 251)	transformational coping (p. 250)
overdependence (p. 251)	self-image (p. 238)	Type A behavior pattern (p. 249)
participation problem (p. 247)	self-reliance (p. 250)	workaholism (p. 244)

Review Questions

1. Define *stress*, *distress*, and *strain*.
2. Describe four approaches to understanding stress. How does each add something new to our understanding of stress?
3. What are the four changes associated with the stress response?
4. List three demands of each type: task, role, interpersonal, and physical.
5. What is a nonwork demand? How does it affect an individual?
6. Describe the relationship between stress and performance.
7. Discuss the following statement: Employees should be expected to provide stress-free work environments.
8. If an individual claims to have job-related depression, should the company be liable?
9. Do you use any stress prevention methods discussed in the chapter? If so, what are they?
10. (*communication question*) Write a memo describing the most challenging demands and/or stressors at your workplace (or university). Be specific, describing the details of these demands and stressors. How might you go about changing the stressors?

Ethical Dilemma

Neil Murray has been working for a small accounting firm for the last eight months; he left a grueling position with one of the major firms in New York City for a chance to work at Johnston & Moore. Although Neil makes a little less money, he truly values the other "perks" of the job. Neil appreciates how founding partners have established a supportive environment. The firm maintains a warm, family atmosphere where people feel legitimately cared for. Neil not only works long nights or weekends, and he's been able to connect with his young family by eating dinner together every night and volunteering as a Little League coach. That extra time has allowed Neil to pick up a workout regimen to get his body back in shape. He loves that the firm encourages its staff to volunteer its own talents to local nonprofits by rewarding them with vacation time for their efforts. In short, Neil has found his new job extremely rewarding both professionally and personally.

One month, however, Neil has to file a status report on the firm's standing and financials for

Experiential Exercises

Gender Role Stressors

The major sources of stress are not necessarily the same for men and women. This exercise will help you identify similarities and differences in the stressors and