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STRESS:
A Practitioner's Perspectives
On The Stressor-Strain-Health Relationship

APPENDICES

Volume II

Dinah Elizabeth Jenkins

**Thesis Submitted In Fulfilment Of The Requirements
For The Degree Of Doctor Of Psychology**

**City University, London
Department of Psychology**

August 2003

Volume II

APPENDICES

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Volume II

APPENDICES

Section B: Research Project Appendices –

Job Stress in NHS Managers

JOB STRESS SURVEY

By C.D.Spielberger, PhD & P.R. Vagg, PhD

Serial No.....

Name (optional)..... (Please tick appropriate box) Male ☐ Female ☐

Job stress can have serious effects on the lives of employees and their families. The impact of stressful job events is influenced by both the amount of stress associated with a particular event and the frequency of its occurrence. This survey will determine your perception of important sources of stress in your work. The survey lists 30 job-related events that many employees find stressful. First, you will be asked to rate the amount of stress associated with each event. Then, indicate the number of times within the last 6 months that you have experienced each event.

In making your ratings of the amount of stress for each stressor event, use all of your knowledge and experience. Consider the amount of time and energy that you would need to cope with or adjust to the event. Base your ratings on your personal experience as well as what you have seen to be the case for others. Rate the average amount of stress that you feel is associated with each event, rather than extreme.

The first event, **ASSIGNMENT OF DISAGREEABLE DUTIES**, was rated by persons in a variety of occupations as producing an average amount of stress. This event has been given a rating of "5" and will be used as the standard for evaluating the other events. Compare each event with this standard. Then assign a number from "1 to 9" to indicate whether you judge the event to be less or more stressful than being assigned disagreeable duties.

Part A. Instructions: For job-related events judged to produce approximately the same amount of stress as the **ASSIGNMENT OF DISAGREEABLE DUTIES**, circle the '5'. For those events that you feel are more stressful than the standard, circle a number proportionately larger than '5'. If you feel an event is less stressful than the standard, circle a number proportionately lower than '5'.

STRESSFUL JOB RELATED EVENTS		Amount of Stress								
		Low				Moderate				High
1A	ASSIGNMENT OF DISAGREEABLE DUTIES	1	2	3	4	5	6	7	8	9
2A	Working overtime	1	2	3	4	5	6	7	8	9
3A	Lack of opportunity for advancement	1	2	3	4	5	6	7	8	9
4A	Assignment of new or unfamiliar duties	1	2	3	4	5	6	7	8	9
5A	Fellow workers not doing their job	1	2	3	4	5	6	7	8	9
6A	Inadequate support by supervisor	1	2	3	4	5	6	7	8	9
7A	Dealing with crisis situations	1	2	3	4	5	6	7	8	9
8A	Lack of recognition for good work	1	2	3	4	5	6	7	8	9
9A	Performing tasks not in job description	1	2	3	4	5	6	7	8	9
10A	Inadequate or poor quality equipment	1	2	3	4	5	6	7	8	9
11A	Assignment of increased responsibility	1	2	3	4	5	6	7	8	9
12A	Periods of inactivity	1	2	3	4	5	6	7	8	9
13A	Difficulty getting along with supervisor	1	2	3	4	5	6	7	8	9
14A	Experiencing negative attitudes towards the organisation	1	2	3	4	5	6	7	8	9
15A	Insufficient personnel to handle an assignment	1	2	3	4	5	6	7	8	9
16A	Making critical on-the-spot decisions	1	2	3	4	5	6	7	8	9
17A	Personal insult from patients/relatives/colleagues	1	2	3	4	5	6	7	8	9
18A	Lack of participation in policy making decisions	1	2	3	4	5	6	7	8	9
19A	Inadequate salary	1	2	3	4	5	6	7	8	9
20A	Competition for advancement	1	2	3	4	5	6	7	8	9
21A	Poor or inadequate supervision	1	2	3	4	5	6	7	8	9

Please continue over the page...

SIDE B: Job Stress Survey		Amount of Stress								
STRESSFUL JOB RELATED EVENTS (Continued)		Low			Moderate			High		
22A	Noisy work area	1	2	3	4	5	6	7	8	9
23A	Frequent interruptions	1	2	3	4	5	6	7	8	9
24A	Frequent changes from boring to demanding activities	1	2	3	4	5	6	7	8	9
25A	Excessive paperwork	1	2	3	4	5	6	7	8	9
26A	Meeting deadlines	1	2	3	4	5	6	7	8	9
27A	Insufficient personal time (e.g. coffee breaks, lunch)	1	2	3	4	5	6	7	8	9
28A	Covering work for another employee	1	2	3	4	5	6	7	8	9
29A	Poorly motivated co-workers	1	2	3	4	5	6	7	8	9
30A	Conflicts with other departments	1	2	3	4	5	6	7	8	9

Part B. Instructions: For each of the job related events listed below, please indicate the approximate number of days during the past 6 months on which you have personally experienced this event. Circle the '0' if the event did not occur; circle the number '9+' for each event that you experienced personally on 9 or more days during the past 6 months.

STRESSFUL JOB RELATED EVENTS		Number of Days on Which the Event Occurred During the Past 6 Months									
1B	Assignment of disagreeable duties	0	1	2	3	4	5	6	7	8	9+
2B	Working overtime	0	1	2	3	4	5	6	7	8	9+
3B	Lack of opportunity for advancement	0	1	2	3	4	5	6	7	8	9+
4B	Assignment of new or unfamiliar duties	0	1	2	3	4	5	6	7	8	9+
5B	Fellow workers not doing their job	0	1	2	3	4	5	6	7	8	9+
6B	Inadequate support by supervisor	0	1	2	3	4	5	6	7	8	9+
7B	Dealing with crisis situations	0	1	2	3	4	5	6	7	8	9+
8B	Lack of recognition for good work	0	1	2	3	4	5	6	7	8	9+
9B	Performing tasks not in job description	0	1	2	3	4	5	6	7	8	9+
10B	Inadequate or poor quality equipment	0	1	2	3	4	5	6	7	8	9+
11B	Assignment of increased responsibility	0	1	2	3	4	5	6	7	8	9+
12B	Periods of inactivity	0	1	2	3	4	5	6	7	8	9+
13B	Difficulty getting along with supervisor	0	1	2	3	4	5	6	7	8	9+
14B	Experiencing negative attitudes towards the organisation	0	1	2	3	4	5	6	7	8	9+
15B	Insufficient personnel to handle an assignment	0	1	2	3	4	5	6	7	8	9+
16B	Making critical on-the-spot decisions	0	1	2	3	4	5	6	7	8	9+
17B	Personal insult from patients/relatives/colleague	0	1	2	3	4	5	6	7	8	9+
18B	Lack of participation on policy making decisions	0	1	2	3	4	5	6	7	8	9+
19B	Inadequate salary	0	1	2	3	4	5	6	7	8	9+
20B	Competition for advancement	0	1	2	3	4	5	6	7	8	9+
21B	Poor or inadequate supervision	0	1	2	3	4	5	6	7	8	9+
22B	Noisy work area	0	1	2	3	4	5	6	7	8	9+
23B	Frequent interruptions	0	1	2	3	4	5	6	7	8	9+
24B	Frequent changes from boring to demanding activities	0	1	2	3	4	5	6	7	8	9+
25B	Excessive paperwork	0	1	2	3	4	5	6	7	8	9+
26B	Meeting deadlines	0	1	2	3	4	5	6	7	8	9+
27B	Insufficient personal time (e.g. coffee breaks, lunch)	0	1	2	3	4	5	6	7	8	9+
28B	Covering work for another employee	0	1	2	3	4	5	6	7	8	9+
29B	Poorly motivated co-workers	0	1	2	3	4	5	6	7	8	9+
30B	Conflict with other departments	0	1	2	3	4	5	6	7	8	9+

PILOT STUDY FEEDBACK FORM

Survey Of Job Stress Among Managers in Hospitals Trust

In this first stage of this job stress survey I am sending out questionnaires to a small number of managers as a pilot and would greatly appreciate some feedback on the research design and process. I would be grateful if, having completed the questionnaires, you would comment on your experience of the following (or if you prefer, please call me on Ext: or email).

INTRODUCTORY LETTER *(Please comment in boxes provided or overleaf)*

JOB STRESS SURVEY (JSS)

GENERAL HEALTH QUESTIONNAIRE

BIOGRAPHICAL QUESTIONNAIRE

GENERAL COMMENTS

MANY THANKS

Please continue over the page if necessary....

Serial No.....

confidential**BIOGRAPHICAL QUESTIONNAIRE**

I would be grateful if you would answer the following questions in order to provide some general background information and enable the analysis of data from the stress questionnaires according to groups.

Your responses will be **absolutely confidential** and no individual answers will be identifiable or made known to others. The serial number at the top of the page allows me to keep track of those questionnaires that have been returned.

► Please answer by writing in the spaces provided or ticking the appropriate boxes.

Background Information

1. Male ☐ Female ☐	8. Work full time ☐ Part time ☐
2. Age:.....years	9. On average, how many hours per week do you work in your current NHS job?
3. Marital status:	☐ hours worked per week
Married/Partner..... ☐	☐ contracted hours
Single..... ☐	10. Please indicate whether you consider yourself to be a:
Divorced/Separated ☐	Senior Manager ☐
Widowed..... ☐	Middle Manager ☐
4. How many children do you have?	First Line Manager .. ☐
☐ Children Ages.....	Junior Manager..... ☐
5. Ethnic Origin:	Finance Professional ☐
White ☐	Unsure/Other
Mixed ☐	
Asian or British Asian ☐	11. To enable me to group the data, I would be grateful if you would indicate your broad salary band (full time equivalent)
Black or Black British ☐	Up to £25,000 ☐
Other ethnic category.....	£25,000 - £29,999 ☐
6. Your highest academic/professional qualification:.....	£30,000 - £34,999 ☐
7. Length of time in current post:.....	£35,000 - £44,999 ☐
	£45,000 & upwards ☐

*Please indicate your **informed consent** to the use of the information contained in these questionnaires being pooled anonymously, analysed & reported as group data in this research by ticking this box ☐ **Informed consent box**

2001

Occupational Health & Safety Unit

Tel:

Email:

Dear

Survey Of Job Stress In NHS Managers In Hospitals Trust

The negative consequences of stress to organisations in general, and the inherently stressful nature of work in the NHS have been well documented in recent years. Concern has been raised (Borrill et al, 1998) about the impact of stress in terms of its human and economic costs i.e. sickness absence, reduced efficiency, low morale and job turnover, and the risks this poses for the service, staff and patients. Many studies have shown that work-related stress is a problem for hospital doctors, GPs and nurses. However, there has been little research on the impact of stress on Health Service managers and other staff groups.

My Research (Doctorate in Psychology)

I am a chartered psychologist working in the Occupational Health Department at Hospital. I am conducting my doctorate research at City University, London, on the topic of stress among managers in Hospitals Trust. I have the approval of Mr, the Chief Executive, to undertake this study and a leading UK authority on stress, Professor Stephen Palmer, will be supervising my research.

The aim of my study is to shed light on any similarities and differences in the ways in which different groups of managers (e.g. according to age, seniority, gender etc) experience and deal with work-related stress. The outcome may suggest organisational changes that may help to reduce stress. A report on the key findings will be available to staff for the benefits of service development.

Questionnaires

I understand that there are competing pressures on your time. However, I would appreciate as many managers as possible participating in my survey in order to gain a sample which is as representative of this Trust's management as it can be. The questionnaires are standardised measures of stress and will take no more than 20 minutes to complete. On the basis of the survey findings I would like to invite some managers for a confidential interview for Stage II of my research.

Confidentiality

I would like to assure you that all documentation provided in this study will be kept **strictly confidential** and in line with the Data Protection Act (1998). No individual answers will be identifiable or made known to others. A serial number system will be used for follow-up purposes. Survey results will be published in the form of grouped data.

***Please complete & return this survey in the envelope provided,
preferably no later than***

If you have any questions about my research or stress management, please do not hesitate to contact me on the telephone or e-mail address above. Thank you for your time.

Yours sincerely,

Dinah Jenkins

Chartered Psychologist

BSc(Hons) BA(Hons) PGCE, MSc

Informed Consent Information For Survey Participants

Researcher's Contact	Researcher's Supervisor Contact
Dinah Jenkins Occupational Health & Safety Unit <i>Tel:</i> <i>Email:</i>	Professor Stephen Palmer <i>Tel:</i> <i>Email:</i>

Doctorate Research Survey Of Stress Among Managers in Hospitals Trust

I have read the information letter regarding the above research and I understand that:

1. Responses to the questionnaires will be pooled anonymously and reported as group data.
2. All data will be held securely at all times, until successful completion of the doctorate, and for a further 5 years thereafter, when it will be destroyed.
3. As this is essentially a quantitative survey, the main focus of analysis will be statistical trends.
4. I am asked to answer the questions from my own personal knowledge and experience.
5. There are no right or wrong answers.
6. A copy of the final dissertation will be held at City University, London.
7. A summary report of the key findings will be held at the Staff Library, ... Hospital.
8. A paper on the key findings may be published in the academic journals e.g. *Work & Stress*. Taylor & Francis.
9. I am not being asked to sign the consent form as the questionnaire is anonymous, but to tick the appropriate box on the biographical questionnaire which indicates my willingness to participate in the study and for my responses to be used for statistical analysis and possibly published in the form of grouped data.

The Job Stress Survey and General Health Questionnaire are standard psychometric tools that have been well validated in published research. Although care has been taken in the selection of the questionnaires, it is possible that issues may arise about stress that cause you concern. Please contact me if you would like further information on stress management or if I can clarify and allay any of your concerns.

Dinah Jenkins
Chartered Psychologist
BA (Hons), BSc (Hons), PGCE, MSc

REFERENCES

Borrill, C.S., Wall, T.D., West, M.A., Hardy, G.E., Shapiro, D.A., Haynes, C.E., Stride, C.B., Woods, D., & Carter, A.J. (1998). *Stress among staff in NHS Trusts. Final Report*. University of Sheffield & University of Leeds.

09 April 2001

Occupational Health & Safety Unit

Tel: ... Email:

Dear Colleague,

Reminder

Survey Of Job Stress In Managers In ... Hospitals Trust



I recently requested your help with my doctorate in psychology research project with regard to the above stress survey. I sent out questionnaires to all managers on the Trust management scale and to date have had a very encouraging response of about 50%.

If you have already returned your questionnaire, I would like to express my thanks and please disregard this reminder. If you are interested in the study but have not yet returned the questionnaire I would greatly appreciate your input so that this survey can be truly representative of the Trust's management population.

Aims

May I remind you that the aim of the survey is to determine both the amount of stress associated with particular workplace events and their frequency of occurrence for different groups of managers (e.g. according to age, seniority, gender etc).

Confidentiality

I would like to assure you that all information provided in the study will be kept **strictly confidential** and responses will be pooled anonymously. The main focus of analysis will be on statistical trends.

Questionnaires

I understand that there are competing pressures on your time but would like to emphasise that the questionnaire takes no more than twenty minutes to complete. Please do not let your experiences go unrecorded. Please do take the opportunity to help make a difference. The results of my research may suggest changes that may help to reduce organisational stress and benefit service development. A report on the key findings will be made available to you.

I look forward to receiving your completed questionnaire (please, within the next two to three weeks). If you have any questions about my research or stress management, please do not hesitate to contact me on the telephone or e-mail address above. Many thanks for your help.

Yours sincerely,

Dinah Jenkins

Chartered Psychologist

BSc(Hons) BA(Hons) PGCE, MSc

Table 1: JSS Item Severity Ranks, Means and SDs for Female and Male Healthcare Managers (n=109)

JSS ITEM: STRESSOR EVENTS	Female Rank	SEVERITY				F/Sig
			Female	Male	Male Rank	
Insufficient personnel to handle assignment	1	M	6.59	6.65	1	.04
		SD	1.63	1.61		
Fellow workers not doing their job (LS)	2	M	6.34	6.43	2	.03
		SD	1.54	1.80		
Frequent interruptions (JP)	3	M	6.22	6.37	3	1.96
		SD	1.85	1.61		
Inadequate support by supervisor (LS)	4	M	6.19	5.31	13	5.38 *
		SD	1.95	1.98		
Personal insults from colleagues, patients, relatives	5	M	6.03	5.03	16	4.01 *
		SD	2.21	2.34		
Dealing with crisis situations (JP)	6	M	5.93	5.69	6	.48
		SD	1.81	1.88		
Lack of recognition for good work (LS)	7	M	5.84	5.43	9	1.36
		SD	1.7	2.0		
Lack of participation in policy-making decisions (LS)	8	M	5.79	5.31	12	1.77
		SD	1.76	1.99		
Poorly motivated co-workers (LS)	9	M	5.75	5.62	7	.14
		SD	1.78	1.89		
Conflicts with other departments	10	M	5.66	5.73	5	.03
		SD	2.13	1.82		
Meeting deadlines (JP)	11	M	5.60	6.0	4	1.68
		SD	1.61	1.57		
Excessive paperwork (JP)	12	M	5.51	5.23	8	.00
		SD	1.55	1.78		
Difficulty getting along with supervisor (LS)	13	M	5.5	4.84	22	1.71
		SD	2.62	2.6		
Experience negative attitudes to organisation (LS)	14	M	5.37	5.08	20	.67
		SD	1.73	2.11		
Making critical on-the-spot decisions (JP)	15	M	5.31	5.14	19	.22
		SD	2.04	1.8		
Inadequate salary	16	M	5.28	5.31	11	.02
		SD	2.15	2.11		
Inadequate or poor quality equipment (LS)	17	M	5.24	5.33	10	.09
		SD	1.9	2.05		
Covering work for another employee	18	M	5.22	5.24	14	.00
		SD	2.07	1.98		
Noisy work area	19	M	5.12	4.71	24	.89
		SD	2.39	2.18		
Lack of opportunity for advancement (LS)	20	M	5.0	4.72	23	.51
		SD	1.83	2.18		
Assignment of disagreeable duties	21	M	4.98	5.16	18	1.38
		SD	.83	.70		
Assignment of increased responsibility (JP)	22	M	4.88	4.88	21	.00
		SD	1.84	1.7		
Poor or inadequate supervision (LS)	23	M	4.76	3.66	29	4.01 *
		SD	2.11	2.09		
Insufficient personal time e.g. breaks, lunch (JP)	24	M	4.71	5.2	15	1.56
		SD	1.96	2.14		
Competition for advancement	25	M	4.67	4.14	28	2.19
		SD	1.87	1.88		
Working overtime	26	M	4.6	4.37	26	.33
		SD	2.15	2.01		
Assignment of new or unfamiliar duties (JP)	27	M	4.45	5.16	17	4.54 *
		SD	1.74	1.72		
Performing tasks not in job description (JP)	28	M	4.31	4.59	25	.50
		SD	2.05	2.03		
Frequent changes from boring to demanding activities (JP)	29	M	4.05	4.27	27	.37
		SD	1.91	1.92		
Periods of inactivity	30	M	4.0	3.86	30	.10
		SD	2.11	2.29		

*p<.05

(JP) = Job Pressure Item

(LS) = Lack of Support Item

Table 1.1: JSS Item Frequency Ranks, Means and SDs for Female and Male Healthcare Managers (n=109)

JSS ITEMS	Female Rank	FREQUENCY				F/Sig
			Female	Male	Male Rank	
Frequent interruptions	1	M	8.47	7.92	1	2.16
		SD	1.37	2.41		
Meeting deadlines	2	M	7.84	7.62	2	.275
		SD	1.98	2.35		
Working overtime	3	M	7.31	7.33	3	.00
		SD	2.92	2.77		
Excessive paperwork	4	M	6.64	6.27	5	.334
		SD	3.18	3.39		
Performing tasks not in job description	5	M	6.53	5.37	10	2.96
		SD	3.45	3.59		
Insufficient personnel to handle assignment	6	M	6.36	5.71	8	1.16
		SD	3.10	3.25		
Assignment of increased responsibility	7	M	5.93	4.92	12	2.59
		SD	3.21	3.34		
Insufficient personal time e.g. breaks, lunch	8	M	5.82	5.71	8	.00
		SD	3.73	3.25		
Covering work for another employee	9	M	5.74	5.88	6	.05
		SD	3.20	3.27		
Noisy work area	10	M	5.70	4.06	16	5.86 *
		SD	3.55	3.53		
Experiencing negative attitudes to organisation	11	M	5.67	4.92	11	1.42
		SD	3.17	3.41		
Making critical on-the-spot decisions	12	M	5.53	5.50	9	.00
		SD	3.13	3.22		
Dealing with crisis situations	13	M	5.48	6.51	4	2.66
		SD	3.32	3.22		
Assignment of new or unfamiliar duties	14	M	5.14	4.67	14	.512
		SD	3.12	3.47		
Fellow workers not doing their job	15	M	5.09	4.78	13	.221
		SD	3.49	3.17		
Poorly motivated co-workers	16	M	4.92	3.67	20	3.90
		SD	3.47	2.97		
Frequent changes from boring to demanding activities	17	M	4.55	4.55	15	.00
		SD	4.05	3.58		
Inadequate or poor quality equipment	18	M	4.10	3.78	18	.235
		SD	3.46	3.40		
Conflicts with other departments	19	M	4.07	3.90	17	.08
		SD	3.03	3.11		
Inadequate salary	20	M	3.86	3.74	19	.02
		SD	4.09	4.08		
Lack of participation in policy-making decisions	21	M	3.76	3.04	23	1.42
		SD	3.07	3.21		
Assignment of disagreeable duties	22	M	3.60	3.43	21	.09
		SD	3.23	2.88		
Lack of recognition for good work	23	M	3.51	3.33	22	.081
		SD	3.30	3.42		
Inadequate support by supervisor	24	M	3.40	2.55	24	1.77
		SD	3.41	3.20		
Poor or inadequate supervision	25	M	2.71	2.35	25	.32
		SD	3.28	3.20		
Personal insults from colleagues, patients, relatives	26	M	2.47	1.86	27	1.36
		SD	2.91	2.41		
Difficulty getting along with supervisor	27	M	1.78	1.08	30	1.96
		SD	2.90	2.19		
Lack of opportunity for advancement	28	M	1.60	2.10	26	.69
		SD	2.77	3.42		
Competition for advancement	29	M	1.50	1.33	28	.13
		SD	2.51	2.25		
Periods of inactivity	30	M	.83	1.20	29	.73
		SD	2.07	2.42		

*p<.05

Occupational Health & Safety Unit

Address..E-Mail..Date

Dear

**Invitation To Participate In Phase II: Research Interview**

**Doctorate in Psychology Research Project
'Job Stress in NHS Managers - 2001'**

I am writing to thank you for participating in the recent survey and to invite you to participate in the next stage of the research that involves a semi-structured interview (of approximately 1 hour duration) to explore some of the survey findings. The interview will focus on the pressures of the managerial role and the efforts employed to cope with the demands.

Key Survey Findings: The Prevalence of Stress in Trust Managers

In February 2001, questionnaires were sent to 189 Trust managers and 138 were returned – an encouraging response rate of 73%. Some key findings are listed below:

- 46.8% of a sample of 109 managers on the Trust managerial pay scale reported suffering significantly high levels of stress.
- The prevalence of stress was higher among non-clinical managers (46.8%) than among clinical managers at 34.5%.
- The prevalence of stress among the sample of managers in one NHS Trust was significantly higher than among other NHS managers (32.8%) and other Public Sector employees (18-39%) in the UK.

Positive Findings

- 75.2% of the sample of 109 general managers 'Felt that they were playing a useful part in things.'
- 89% 'Felt capable of making decisions about things'
- 78.9% 'Had been able to face up to their problems.'
- 54.1% 'Were feeling reasonably happy, all things considered.'
- 56.9% 'Had been able to enjoy their normal day-day activities.'

Significant Risk Factors For Stress

The effect of high or extremely high levels of stress reported by the managers was related to the scale and frequency of potentially stressful working conditions and demographic factors identified below:

- ☐ Poor or inadequate supervision
- ☐ Difficulty getting along with supervisor
- ☐ Poorly motivated co-workers
- ☐ Job pressure severity
- ☐ Lack of support (severity and frequency)
- ☐ Gender
- ☐ Age

'Lack of support' was highlighted as a significant risk factor for stress among the sample of managers. This is in line with other research findings where low support in the workplace is strongly associated with the risk of poor physical and general mental health functioning (Stansfield et al, 1998). Supervisory support has also been found to be a strong determinant of

job satisfaction (Griffin et al, 2001). Most research suggests that social support can protect an employee from negative outcomes of high stress.

Stage II: Semi-Structured Research Interview

On the basis of these findings, I am inviting a small number of managers to participate in individual research interviews to explore their perceptions and points of view of stress and coping in the workplace during the period of organisational change. Participants have been selected on the basis that they have shown a particular interest in the research study or have special organisational roles, experiences or insights that would be of value in this study.

Benefits For The Participants

It is hoped that the interviews will give participants an opportunity to foster new insights and solutions into the problems of workplace stress and coping. The information will be used to make recommendations for improvements in the organisational environment that will aim to reduce stress. What is learned from the study will also help the organisation make decisions on how best to support the managers

Benefits For the Researcher

The goal for the researcher is to derive understanding of workplace stress and coping based on the discussion as opposed to testing a preconceived hypothesis.

Confidentiality

Participants are assured that the information gathered from the discussions groups of managers will be incorporated into the research findings as *aggregated perceptions*. The interviews will be recorded and the transcripts analysed using ‘grounded theory.’ Individual responses will not be identifiable and individual names will not be used in connection with the research in any way. Participants’ names will be kept strictly confidential.

Date of Meeting

Further details explaining the function of the interviews as a research tool are enclosed in an Information Sheet together with key themes that I would like to explore. Please contact me if you would like further information.

Research Interview

Date..... Location.....

Many thanks for your interest and participation.
Yours sincerely,

Dinah Jenkins
Chartered Psychologist
BA (Hons), BSc (Hons), PGCE, MSc (Couns Psych)

References
Stansfield, S. et al (1998) Psychosocial work characteristics and social support as predictors of SF-36 health functioning: The Whitehall II study. *Psychosomatic Medicine*. 60, 247-255.
Griffin, M. et al (2001) Job satisfaction & teamwork: the role of supervisor support. *J. Of Organizational Behaviour*. 22, 537-550.

Information For Managers Participating In Phase II Research Interviews

Job Stress In NHS Managers Doctorate in Psychology Research Project – 2001

1. Stage II: Semi-Structured Interviews To Explore Survey Findings

The Stress Survey carried out in February 2001, identified significantly high or extremely high levels of stress for the sample of 109 managers in the Trust. **‘Lack of support’** from supervisors and co-workers was found to be a significant risk factor for work-related stress. This is in line with other research findings where the relationship with one’s immediate line manager and low workplace support emerge consistently as predictive of both physical and mental health functioning.

2. What is the purpose of an interview as a research procedure?

Semi-structured interviewing is an approach to gathering descriptive information to help shed light on quantitative data already collected in an initial survey. The researcher creates a supported, non-judgmental environment in the interview to allow the individual participant to share perceptions and points of view on the topic of interest.

3. What kinds of information does the researcher want?

The interview will focus on the pressures of the managerial role and the efforts employed to cope with the demands, particularly during the period of organisational change. It is hoped that the interview will allow participants an opportunity to foster new insights and solutions into the problems of workplace stress and the construct of ‘workplace support’

The key themes I would like to explore are:

- **Pressures associated with the period of organisational change in the Trust**
- **The general pressures you experience in your role as a manager and your ways of coping.**
- **Pressures identified in the survey findings**
- **Pressures associated with the home/work interface.**
- **Support as a way of coping.**
- **Mentoring & developing a supportive culture.**

4. Why have you been selected?

I have invited a small number of 10-12 managers to participate in the research interviews. Participants have been purposefully selected on the basis that they have shown a particular interest in the research topic or have special organisational roles, experiences, or insights that may be of value in the study.

5. What are the possible benefits of taking part in the research interview?

a) Benefits For Participants

It is hoped that you will enjoy the opportunity to explore your experiences and views around the topic of interest in a comfortable, non-threatening environment. The information may be used to make recommendations for quality improvements in the organisational environment that may help reduce stress. What is learned from the study may also help the organisation make decisions about how best to support the managers

b) Benefits For The Researcher

The goal for the researcher is to derive understanding of workplace stress and coping based on the discussion as opposed to testing a preconceived hypothesis. Careful and systematic analysis of the interviews provides clues and insights into how the topic of interest is perceived.

6. Confidentiality – What will happen to the data?

The interviews will be recorded and the transcripts analysed using ‘grounded theory.’ This is a broadly inductive approach that begins with descriptive data and subjects the information to increasing levels of conceptualisation to generate a theory around the topic of interest. Participants are assured that the information will be incorporated into the research findings of the doctorate thesis as *aggregated perceptions*. Individual responses will not be identifiable and individual names will not be used in connection with the research in any way. Participants’ names will be kept strictly confidential.

Security of the recorded interviews will be strictly maintained and tapes wiped on completion of the research. A report of the key findings will be made available in the Staff Library.

7. What are the possible risks of taking part?

In my experience, participants have usually enjoyed the opportunity to explore their views on the research topic. Debriefing will take place after the interview and participants offered any further information that they may require. You will be reassured that your individual responses will not be identifiable.

8. Who has given approval for this study?

Approval has been given by Mr, Chief Executive, the Local Research Ethics Committee, and City University, London, Research Ethics Committee.

9. Whom should you contact for further information?

If you have any further questions, please contact the researcher at the address below:

Dinah Jenkins

Chartered Psychologist
BA (Hons), BSc (Hons), PGCE, MSc (Couns Psych)
Occupational Health & Safety Unit

Many thanks for participating in this study

Informed Consent Form For Research Interview Participant

Researcher's Contact

Dinah Jenkins
Occupational Health & Safety Unit
Tel
Email:

Researcher's Supervisor Contact

Professor Stephen Palmer

**Phase II: Doctorate In Psychology Research Project
' Job Stress in NHS Managers'
Semi-Structured Interview**

Please tick each box:

1. I confirm that I have read and understood the information sheet dated October 2001 for the above study. ☐
2. I understand that my participation is voluntary and that I am free to withdraw from the Interview at any time. ☐
3. I can ask for clarification of any questions during the Interview at any time. ☐
4. I consent to the Interview being recorded and understand that I can stop the tape at any time. ☐
5. I understand that the information from the interviews will be incorporated into the research findings as aggregated perceptions - my name will not be used in connection with the interview, transcriptions or research in any way. ☐
6. I consent to the analysis of the data being incorporated into the psychologist's doctorate thesis. ☐
7. I consent to the possible publication of the thesis in academic journals. ☐
8. I understand that a copy of the final thesis will be kept in the library at City University, London. A summary report of the findings will be available in the Staff Library, ...Hospital. ☐
9. I agree to take part in the above study. ☐

.....
Name of Interviewee

.....
Date

.....
Signed

.....
Researcher

.....
Date

.....
Signed

Phase II - Semi Structured Interview Schedule

Introduction

- Introduction of researcher
- Explanation of research
- What it will involve and why do it
- Emphasis on anonymity
- Explanation and signing of consent form

Start

In this interview I will focus on the pressures of your managerial role, your efforts employed to cope with the demands, and the consequences of those demands. I would like to cover 6 main themes:

1. **General demands** you experience in your job as a manager.
2. Pressures associated with the period of **management restructuring**.
3. Pressures associated with **home and work**
4. Some pressures identified in the **survey findings**
5. **Consequences of stress, coping and support**.
6. Mentoring, developing a **supportive culture**

(Switch on audiotape)

Managerial Pressures

1. What are the general pressures or demands that you experience in your work as a manager in this organisation?
2. In the past 18 months the Trust has been undertaking a restructuring of management. How did it affect you? Compared with how you felt before the restructuring, how do you feel now?
3. In your experience, are there any pressures particular to the NHS that impact on managers more so than in general organisations? What are these pressures?

Pressures of Long Hours

4. The survey found that managers here tend to work way over their contracted hours? Has this been your experience? What causes you to work these long hours?

Consequences of Stress

5. What are the consequences of this stress for you as a manager? How does it affect you? (e.g. your day-to-day work, behaviour, physical health, thinking processes, and emotional well-being)?
6. What emotions do you experience associated with stress? How do you deal with these emotions? Do you express these emotions anywhere/to anyone? Do you think it's helpful or harmful to express those emotions, particularly in the workplace? Please expand on this.

Coping

7. In general how do you cope with the stressful demands of your work? What strategies are most helpful? (Show coping terminology aid appendix K)
8. What are the different pressures for junior and senior managers?
9. Are there any pressures that you observe as particular to male/female managers in this organisation?
10. Do you notice any differences in the ways in which men and women cope with pressures and demands of being a manager? If so, can you say more about it?

Support

11. What is the experience of 'support' for you as a manager in this Trust? How important is support in the workplace for you as a manager? (scale 1-10). How frequently would you seek support?

12. What type of support do you find most helpful? (show support terminology aid Appendix K)
Can you say more about it?
13. To whom do you tend to look for support when your work as a manager is particularly demanding? Would you ask or is it offered?
14. Would you look to your supervisor/line manager as an important source of support?
15. What are the key qualities that you would ideally want in your supervisor/line manager as a support person?
16. How would you define 'poor or inadequate supervision' for you as a manager? (key words).
17. In your experience, do men and women want different types of support from you as their manager? How do men and women behave differently in the ways they ask for support from you as a manager?

Organisational Culture

18. What has been your experience of the management style and culture of this organisation?
19. Do you perceive support to be generally available in the Trust? If so, in what way?
20. What might inhibit people asking for support in this Trust?
21. Where else other than your supervisor, colleagues, would you turn to for support in this organisation or externally? (e.g. Staff Counselling Service, Occupational Health, GP, informal, pub, professional bodies).
22. How might a support culture be developed within the Trust?
23. How could mentoring help support the managers?

Work/homelife

24. Do you perceive that your work interferes with your home life in any way or vice versa? If so, in what way?
25. As a male/female manager how do you perceive these pressures may be different for male/female managers?

Questions relating to Phase I Stress Survey

26. Can you think back to a time when you were assigned some new or unfamiliar duties that were particularly demanding for you as a manager? How did you react and deal with the situation?
27. Have you had to deal with any personal insults from patients, relatives or colleagues? How did you react? How did you cope?
28. What is your experience of poorly motivated co-workers in this organisation?
29. What is your experience of competition for advancement as a manager?

Closing questions on change and coping, lighten mood

30. If you were asked for one piece of advice from a new manager on how to survive and prosper in this organisation what would it be?
31. What animal would you choose to represent the organisation now, as it is i.e. be the organisational mascot? Why?
32. Choose another animal that would represent the organisation as you would like it to be? Why?

(Switch off tape)

Debrief

33. How do you feel having taken part in the interview?
34. What, if anything was good about it?
35. Is there anything about it you didn't like, or which made you feel uncomfortable?
36. Any other questions you would like to ask me about the research or stress management?

- Thank you very much for taking part
- Reminder about confidentiality/anonymity
- I will send you a summary of the findings for cross-validation

Phase II - INTERVIEW AID – Coping & Support

1. COPING i.e. what people do to manage the stress in their lives

Examples

CATEGORIES OF COPING	EXAMPLES OF STRATEGIES
1. Action/behaviour focused	e.g.
2. Problem-focused	• Organise/plan • Time management • Maintain physical health • Communication • Personal philosophy • Self-promote • Avoidance • Dismissal • Self-awareness • Others.....
3. Emotion-focused	
4. Self-focused	

2. HELP/SUPPORT

Social support is what others do to help people cope

What type of support do you find most helpful?

1. Informational Support

- Information
- Advice
- Suggestions
- Directives

2. Practical Support

- Practical help
- Labour
- Time
- Environmental modification

3. Emotional Support

- Sympathy/empathy
- Relief from emotional distress
- Concern
- Listening
- Build up self-esteem, sense of being valued

4. Appraisal

- Help assess your expectations - I 'should' be able to cope!
- Assess pressures v. coping abilities

QUOTATIONS: Interview Questions: 31 & 32 & Responses

Low Stress F	Q31: Metaphor Representing The Organisation As It is NOW	
Manager Code: F1	Ostrich	Something that buries itself in the sand! An ostrich?! Because - Do the people at the top really understand what's going on? That's not any reflection on whether they do their job properly, it's about - Do they have the equipment or systems to ensure that things are in place so they do get to know the problems? Or do people ever tell them at the top?
F2	Amoeba	Like an amoeba - just lots and lots of a mass, which is not actually anything cohesive at all. I just feel that something is just about to tip it over the edge, and then we may see some sort of growth and development.
	Not A Dinosaur	I don't even think you could describe it as a dinosaur particularly, because I don't think it is particularly prehistoric, I think it has got some very good modernised points, and it is open to change.
	Jungle	It's a bit of a jungle-type environment.
F3	Hippo-potamus	Slow and lumbering but it's got a turn of speed when it needs it. And they've got big teeth! But they've got little birds who peck all the parasites off their skin, which just shows again, you need other people to help!
High Stress F		
F4	Hippo-potamus	Because it lays down low but when it does rear up it can do an awful lot of damage, particularly to people. Did you know that the hippopotamus kills more people than any other creature? INTERVIEWER: I thought we were supposed to be a health service, not killing people! F4: Maybe I can interpret that as prematurely ending their careers!
F5	Cow	Thinking of all the cattle in the country and everything that's being hit at them, they are suffering with everything - they pick themselves from one thing and they get hit by something else. So I would say, this poor old hospital could be represented by a cow! Because we are always having to cope with the next crisis!
F6	Triffid	Appears benign - but really pretty ruthless underneath. Zaps you if you're not careful!
High Stress M		
M6	Jackass	It's unfair on donkeys or jackasses - they are actually credible animals in every respect but it's that kind of dopey, drone-type appearance. And the image I have is one just looking at you, stood still, saying 'I refuse to move!'
	Tacky Flock Wallpaper In A Cheap Pub	The thing I find insulting is that on every piece of paper that goes out of this Trust, there's a logo that says 'Investors in People.' May I be blunt, indeed vulgar, and say 'Total b.....s!' I do not believe that for one iota. I think it's one of these Government-sponsored charter marks that is there to dupe the patients, because it doesn't in my view mean anything. It's lip service. It's like a tacky flock wallpaper that you find in a cheap pub, where the beer's off and the ashtrays aren't emptied - it's there to impress, with little substance to back it up.
M5	Slug	The organisation moves with the speed of a striking slug!
M4	Baloo Bear	Baloo Bear in the Jungle Book after he's nearly been killed, knocked out and everyone thinks he's dead. He's just beginning to get up and stretch. Friendly, kind, huge, lumbering, probably does untold damage without intending to.
	Giant Anteater	Mercilessly - Perhaps unknowingly sweeps up the little people!?
Low Stress M		
M3	Phoenix	It's perceived that the hospital went through a very bad patch of poor leadership, and now it's rising from the ashes as it were, to a new thing. I'm not quite sure we've got the right leadership to do that.
M2	Fox	Because of the old adage 'As sly as a fox.' The organisation is trying to improve and give an impression of how well it treats its staff. But it's 'Hi! I'm a fox, I'm a loveable creature, everyone wants to save me from the hounds' when in reality it's 'I'm a sly little b... who's going to get into the chicken house and eat all the chickens!'
M1	Middle ground	I think we're in middle ground now, since the management restructuring. I think we are now 60 % of the way there. When these ridiculous objectives come through from Region, things that we know we can't meet, a few years ago this Organisation would've said 'We've got to meet them, just get on and do it' and we adjust everything accordingly, whereas now it's <u>more realistic</u> . People are prepared now to stand up and say 'Hang on a minute, we need to talk about this, because this isn't actually on - a) it's disadvantaging people and b) it just isn't practical, we cannot do this'. And that's certainly being led from the top.

Q32: Metaphor representing how you <u>would like</u> the Trust to be in the <u>future</u>		
Low Stress F		
F1	Lion	I think it takes somebody with strength to run an organisation like this. I think also for their place in their own world - they command respect and they get respect because of their strength. They can be quite gentle too.
F2	Spaceship Enterprise	More principled. Moving forward - onward and upward. Fostering human development and welfare - the good of the human race.
F3	Cat	How would I like it to be? A nice happy relaxed cat.
High Stress F		
F4	Kangaroo	Because the organisation has got to make some huge leaps to develop and a kangaroo can leap quite significantly. And they've got a sturdy backbone.
	Gazelle	Or a gazelle because they're swift, they're strong, they're approachable. They are a creature that everybody wants to go and make contact with. It's those big, warm eyes.
F5	Lion	A lion is big and strong and is the heart of everything, and that's how I think this organisation should be - huge in the city - and I would like everyone to think of it as that. Not the king of the jungle, but big strong and proud. And I wish we could be - we do so much work we should be proud of what we do and the people that we treat. And I think we feel a bit battered sometimes.
F6	Horse	I like horses. I think they are very sociable strong animals and they are non-aggressive animals as well. More of a herd animal - that's what I would like it to be. With a herd animal you all depend on each other, rely on each other and you support each other. And you recognise that you are nothing on your own. I think that's something the Trust has not had in the past and possibly still doesn't, is not quite there yet.
High Stress M		
M6	Cheetah	Does 0-60 kmp in seconds and is an impressive machine designed for what it does best. And there's no fat on it, there's no waste, it's total efficiency and it's ultimate a great survivor.
M5	Eagle	Something like an eagle that soars at the heights. The rider to that is the one that goes through your mind is 'How can I soar with the eagles when I appear to be surrounded by turkeys'?!'
M4	Lion	A lion very protective of its pride. And powerful. My concern with that is 'The king of the jungle.' We don't want us to be the king of the jungle or the plains, whatever. But certainly protective, proud. Justifiably proud. A force to be reckoned with.
Low Stress M		
M3	Embracing Hands	A nurturing symbol that would fulfil that concept of caring and respect. Cat? No. Something quite gentle, nurturing and caring.
M2	Owl	Dear old Mr Wisdom himself - giving out bits of wisdom to everyone, protecting those around it from predators, man, the fox, the wolf, whatever - but at the same time still having a vicious enough streak to swoop down and pick up its prey. So therefore, still ruthless enough to manage itself properly but with a view to conserving the whole. Treat everyone equally. Be open and have enough guts, determination, whatever, to allow themselves to be open and honest with everyone.
M1	Openness	Something that relates to openness because that's where I think we ought to be as an organisation. We're getting more than way now, obviously, but I'm a very honest-type person and believe in saying things as they are. A lot of problems this organisation's been through, we wouldn't have had any of it if we had been a lot more up-front with people from the start. And I think that's a culture that needs to go right down through the organisation, such that it presents itself to the general public with a view of total honesty and openness. We do have problems, yes, but we are prepared to admit them and do something about them as opposed to let's just say everything's hunky-dory and get ourselves in a mess when everyone finds out it isn't. But I don't know how you'd represent that as a metaphor.

Figure 1. Qualitative Phase II - Profile Of Managers Participating In Semi-Structured Interviews

Phase I survey results informed the Phase II participant selection along the dimensions of high-low strain (GHQ) measures and high job pressure index measures.

* Scores above 75th percentile identifying those managers experiencing relatively high levels of job stress or pressure.

Female Managers ID (n=6)	Age yrs	Dependent Children	Qualification	Seniority	Salary Grade	Reported Hours Worked	Time in post (months)	GHQ Score (0011)	Likert GHQ Score (0123)	Job Stress Index (JSX)	T Scores JSX	Job Pressure Index (JPX)	T Scores JPX	Lack Of Support Index (LSX)	T Scores LSX
F1	42	2	Degree	Junior	Up to £25000	45	6	0	8	23.4	53	34.2*	60	14.1	46
F2	49	0	MBA	Middle	£25000-£29999	42	15	1	9	26.8	56	37.8*	61	15.5	47
F3	36	2	MA	Senior	£35000-£44,999	50	24	2	13	24.0	53	32.4*	57	18.7	49
F4 High Stress	37	0	Diploma	Middle	£25000-£29999	46	12	4 'case'	15	38.2*	67	37.4*	61	45.0*	68
F5 High Stress	36	0	A levels	Junior	Up to £25000	50	14	11 'case'	26	33.8*	63	50.8*	71	30.4*	58
F6 High Stress	37	2	BA Hons	Senior	£35000-£44999	50	6	12 'case'	29	17.3	47	25.1	52	18.5	49
Males(n=6)															
M1	40	0	BA	Senior	£30000 £34999	60	30	0	8	13.5	41	33.6*	59	3.4	38
M2	28	2	BA Hons	Junior	Up to £25000	50	22	1	10	25.5	56	34.4*	60	12.2	44
M3	54	1	A levels	Senior	£3000-£34999	60	2	1	7	35.7*	68	30.9*	56	43.3*	66
M4 High Stress	35	1	MA	Senior	£35000-£44999	48	18	5 'case'	16	35.3*	65	43.7*	68	31.4*	58
M5 High Stress	46	2	A levels	Junior/ Middle	Up to £25000	45	10	5 'case'	16	33.5*	63	40.1*	65	24.5	53
M6 High Stress	44	0	Diploma	Middle	£25000-£29999	60	36	12 'case'	30	17.5	47	27.9	54	6.1	41

Phase II: Profile Of Managers Participating In Semi-Structured Interviews

Selection of participants was informed from the Phase I survey results along the dimensions of high - low strain (GHQ) measures and above average/high job pressure index measures (Job Pressure Index, JPX). Thus all twelve participants have recorded levels of above average job pressure scores. However, half the sample have scores above the level of 'psychological caseness' on the GHQ-12 indicating that they are suffering significant levels of strain. The other half have low scores on the GHQ indicating that they are coping more effectively with the high levels of job pressures in some way that protects them from psychological ill health.

Threshold Scores

GHQ-12 Scoring Method: the cut-off score for 'caseness' or significant psychological ill health is a conservative 3 / 4 threshold.

Interpreting Job Stress Survey (JSS) Scales: Individual scores are compared with scores of a US managerial/professional normative sample to give T scores. The T scores are linear transformations of the JSS raw scores, with a mean of 50 and a standard deviation of 10. T scores provide precise information on how an individual respondent compares with other workers in a particular normative group, in this case a US managerial/professional as no UK norms are available.

- A 'T' score of 60 can be used as a convenient 'cut off' score indicating that the amount of stress experienced by an employee is substantially greater than that of other workers in a US comparison group (managerial/professional). A percentile rank of 75% or higher provides a less stringent cut-off score for identifying workers who are experiencing relatively high levels of stress or job pressures (Spielberger & Vagg, 1999)

The Job Pressure Index or subscale (JPX) assesses the occupational stress (combined severity and frequency) experienced by a respondent that can be attributed most directly to the pressures of his/her work, such as: assignment of new or unfamiliar duties, dealing with crisis situations, performing tasks not in job description, assignment of increased responsibility, making critical on the spot decisions, meeting deadlines, excessive paperwork, insufficient personal time, frequent interruptions, frequent changes from boring to demanding activities. These ten stressors reflect stressful aspects of the job's structure, design or duties.

FIG. 2 CASE PRESENTATIONS

Manager	Work-Related Pressures Experienced By The Managers As Cases (N=12)
High stress female F6	General - volume of work, conflicting priorities & short notice demands, long hours - expectations of senior managers, e-mails. NHS - government targets, waiting lists, financial pressures. Restructuring - accountability without influence, no control, hated work. Self-imposed - commitment to make it work.
F5	General - volume of work, too many different tasks, time pressures, fighting with the next deadline, coping with crises, information not passed on, lack of task completion, interruptions, supporting subordinates. NHS - negative public perception of managers, poor press coverage. Restructuring - seconded, lack of information, frequent changes of line managers. Self-imposed - as a manager you should know everything.
F4	General pressures - grossly under-resourced, day to day operational issues, skeleton staff, retention of staff, requests fall on deaf ears, poor departmental morale, mistakes may be made. NHS - under resourced. Restructuring - left to survive on her own, no line manager support.
Low stress female F3	General pressures - managing single handed, no support manager, appointed without tools to do the job, studying, staff not valued. NHS financial pressures unable to reward staff, ethical decisions - how do you put a price on someone's care. Restructuring - two jobs - role conflict, final straw – no office!
F2	General - targets & deadlines. Lack of peer support. NHS - government targets, political battleground. Public and governments view NHS managers as second-class. Restructuring - not in the depths of it, not had to apply for her job. Self-imposed - if you don't achieve the targets you are not a good manager.
F1	General - crisis management every single day, unrealistic job description, targets change, studying. NHS - lack of resources, under a magnifying glass in terms of your performance Restructuring - adapting to different line managers. Self-imposed - if I don't achieve the targets it's a personal reflection on me.
High stress male M6	General - conflict with line manager, isolation. NHS - demands exceed capacity to deliver, lack of clear decision making Restructuring - accountability without influence, unmet promises, career path withdrawn. Self-imposed - you go until you drop, s.t or bust!!!!
M5	General-delivering targets, tasks & targets changing, two jobs. NHS - political pressures to deliver on target, waiting lists, demands exceeding capacity to deliver, conflict with medical staff. Restructuring - chaos, sidelined, seconded, disadvantaged, promises unmet - salary. Self-imposed pressures - I must be on time.
M4	General - sheer enormity of the workload, never get to the end of the tunnel, conflicting priorities, accountability - my head on the block, isolation. NHS -tension between delivery of government targets and high quality care. Whim of politicians. Restructuring - isolated, dislocated from the rest of the Trust. Self-imposed - the light is at the end of the tunnel!
Low stress male M3	General pressures - targets, deadlines, fear of making mistakes, no accommodation, no clear role, undervalued. NHS - government imposed targets, under resourced, under capacity. Fear of punishment. Restructuring - post made redundant enforced change, hurdles to jump - need a degree. Self-imposed - I've concentrated on the organisation and its needs rather than my own career.
M2	General - volume of work, intensity - time limits, juggling priorities, deadlines, day-to-day operational demands, environmental pressures, overcrowding, separated from support. NHS - tight financial constraints Restructuring - lack of information, published structure not adhered to, high-level confidential debates, generally improved. Self-imposed- if I do it I've got something else to add to my CV.
M1	General - massive pieces of work in small time frames, lack of decision making, targets, deadlines. NHS government targets, deadlines, lack of directed strategic planning. Restructuring - less stress, more effective operational management. Self-imposed pressure - I'm a people person.

Fig. 2.1 GENERAL PRESSURES

CATEGORIES	Managers - Women (N=6)						Managers - Men (N=6)					
	Low Stress			High Stress			High Stress			Low Stress		
NATURE OF THE JOB	F1	F2	F3	F4	F5	F6	M6	M5	M4	M3	M2	M1
day-to-day operational pressures	x			x	x	x	x	x	x			x
competing priorities, conflicting priorities					x	x		x				
changed objectives, no job completion					x			x	x			
computer difficulties, number of e-mails						x				x		
giving presentations		x										
ENVIRONMENT												
hot desking, no accommodation		x								x		
overcrowded, cramped office											x	
WORKLOAD/WORKSPACE												
high volume of work, workload	x			x	x	x	x	x	x		x	x
intensity of work, massive pieces of work within small time frames												x
compromising personal/professional standards				x	x		x					
time pressures, deadlines, targets			x		x	x		x	x	x	x	x
WORK SCHEDULE												
not allowed to work from home		x										
working long hours	x			x	x	x	x	x	x		x	x
no forward planning												x
WORK RELATIONSHIPS												
isolation						x	x		x			
feeling excluded from predominantly female groups/networks								x				
few support staff, 'managing single handed'		x										
geographical separation from team							x				x	
demands of patients								x				
conflict with medical staff		x						x				
no peer group support		x				x			x			
CAREER/PERSONAL DEVELOPMENT												
ongoing pressure to gain qualifications, studying, career advancement	x	x									x	
no appraisal, guidance, personal development						x	x			x		
lack of line manager support		x		x	x	x	x			x		
frequent changes of line manager	x				x							
ROLE IN ORGANISATION												
expectations of managers	x										x	
role ambiguity, split role, 'not having a proper role'								x		x		
unrealistic job description	x											
DECISION LATITUDE/CONTROL												
crisis management, 'firefighting,' short-notice demands, acute pressures	x			x	x	x			x			
no-backup information, information not passed on				x	x		x			x	x	
accountability without influence							x					
demands exceeding capacity to deliver				x			x				x	
appointed without tools to deliver the job		x										
'skeleton staffing'				x								
targets/tasks change frequently					x			x	x			x
interruptions						x					x	
ORGANISATION & CULTURE												
fear of making mistakes				x	x					x		
no forward planning									x		x	
poor support mechanisms			x	x		x		x	x		x	
financial constraints, pressures for savings		x		x		x		x			x	

Fig. 2.2 QUOTATIONS: GENERAL PRESSURES**Categories: Volume Of Work/Juggling Demands/ Skeleton Staffing**

Low Stress Male

We have always far more work than we can actually cope with, and it's basically juggling a lot of balls and trying to make sure none of the balls actually hit the floor. And it's a practised art, really. I don't ever see that changing, we've always fewer staff than can cope with the work!

Categories: Time Scales/ Lack Of Information/Volume Of Work/ Deadlines

High Stress Female

General pressures are the time limits, I think. In my job, especially, the time limits are very short, information is not passed on to us when it should be, and literally the volume of work that comes your way. And that you are expected to do so many tasks I feel you don't complete anything to the best of your ability! You're bogged down and trying to cope with ten things at once and not getting anything done. I don't think you realise how much work you put out because you're always fighting the next deadline!

Categories: Crisis Management/Never Catch up

High Stress Female

I think at this particular time the general pressures are everyday, it's crisis management every single day. And although you may have things in your diary to do, some of those things get cancelled because there are other things that actually take over, and you never catch up.

Categories: E-Mails/Volume of work

High Stress Female

I think I've got 371 emails I have not read, for example. Now that is stressful because I need now to work through them and see if any of them are important and lots of them aren't but some of them are - so in terms of workload, the work in this job is much heavier than in my previous post and I find that quite stressful.

Category: Interruptions/Coping Strategy

Low Stress Male

It's the interruption factor. I went to the stage once, it was way back, it was when I was doing all three jobs myself, of putting a big notice up on the board above me, saying 'Manager is busy, do not bother him - or else!' But that was frowned upon and so it was taken off. To be fair, a lot of staff in the office do realise there's the problem.

Category: Cramped Environment

Low Stress Male Manager

Basically they're kitchen worktops on old office drawer bases, We have six people in that office. And of course, then you imagine all the people that come in as well and it can be anything up to five people at any one time. My desk is stuck in a corner, which is nice! (Sarcasm) You just haven't got the space to have a printer and the rest of it. My desk is just completely overflowing with paper, because there's nowhere else to put it.

Categories: Pressures Of Personal Development/Studying Without Protected Time/Strain On Relationships

Low Stress Female

Teach yourself, it is, really! And on top of everything else, they put this continuous personal development pressure on you as well, such as the MBA, which I've only got one more module to do. But it's like, I've just taken an exam in October and I was

entitled to study leave, but I couldn't take it, because I had to be in the office. It's not protected time.' We expect you to do this as part of your career development, but we are not going to give you protected time to enable to do it!' So you either do a full day in here and you go home and you spend the entire evening and weekend doing it, which in turn puts a strain on your relationship, because I've always got my head in a book - and I don't think that's fair. It's tricky isn't it?

Category: Competing Priorities Of Work & Homelife

High Stress Female

In work, it's trying to get everything done and I feel in work I am more stressed. Home life - I would say, lack of sleep. I've got a husband who always thought I was home from work and I was home on time and to listen to his problems when he's coming home from work - and now I've got problems and he's having to cope with me having problems as well. I've got stress, as well as he has from his job.

Fig. 3 NHS PRESSURES

NHS Pressures Categories	Female Managers (N=6)						Male Managers (N=6)					
	Low Stress			High Stress			High Stress			Low Stress		
	F1	F2	F3	F4	F5	F6	M6	M5	M4	M3	M2	M1
Government targets (unrealistic)	x		x		x	x		x	x		x	x
Political battleground, at the whim of politicians, targets change - short notice			x					x	x			
Waiting list pressures					x	x		x		x		
Under-resourced staffing		x		x								
Under-resourced financially, driven by tight financial constraints, income generation	x	x		x	x		x			x		
Demands exceed capacity to deliver, trying to squeeze a quart into a pint pot										x		
Lack of directed strategic planning, throw a lot of money at short term solutions									x			x
Use of negative incentives 'We're going to reduce your budget,' punished if targets not met				x						x		
Ethical decisions - How do you put a price on someone's care?		x				x			x			
Tension between delivery of government targets & high quality care		x				x		x				
Conflict with medical staff		x				x	x	x				
Absence of clear decision-making Problems left to drift, lack of constructive confrontation,							x					x
Negative press coverage - NHS managers as kicking boys		x			x							
Labelled bad managers by the public					x							
Deadlines - massive pieces of work in small timeframes				x	x		x		x		x	x
Culture shock		x									x	
'Put up and shut up'							x					
Poor performance management		x										
Organisation structure unsupportive of managers								x			x	
Low morale, staff not feeling valued	x	x		x								
Low financial reward		x										
Get the most they can out of you, pay little & not bother about overtime											x	
Positive: Commitment to make it work						x	x		x			
We're doing our best! We do an awful lot of good!	x				x							

Fig 3.1 QUOTATIONS: NHS PRESSURES**Category: Government Targets/Demands Exceeding Capacity**

Low Stress Male

The pressures are really Government-imposed targets and not recognising that we are under-resourced, even though it's clear that we are. Managers are still supposed to meet all the targets, all the demands, despite the acknowledged under-capacity. Even the CHI report acknowledged that we did three times the work with twice the resources and yet you still have to manage these Government-imposed targets like waiting times or seeing patients within two weeks, or whatever. So I think that's the main pressure - unreasonable Government targets that everyone slavishly follows from the Chief Executive downwards, and woe betide you if you can't meet them - you get hauled up or your career doesn't progress!

Categories: Squeezing A Quart Into A Pint Pot/Demands Exceed Capacity To Deliver

High Stress Male

I think the Chi Report actually highlighted that the Trust is actually seeing three times as many patients as the average Trust, but with only double the resources. But it's the age-old thing trying to squeeze a quart into a pint pot and that's an instant source of pressure. And the financial pressures that go with it on the Trust means that there is very little thought has gone into support mechanisms.

Categories: Deadlines/Massive Pieces Of Work In Small Time Frames

Low Stress Male

And the deadlines - certainly the lack of information - the deadlines that we get for putting together massive pieces of work are often very small time frames. We can have a massive demand put on us for a piece of work that we'd normally expect to do in two months and they might want it in two weeks. I've spent most of my time outside the NHS and things are very different outside.

Category: Crisis management

High Stress Female

I think we fire-fight the whole time in this Trust, the whole time you fight one fire - you put it out and another one comes up behind you! We do do a lot of crisis management with big issues - we have no beds, we've got long waiters, we're trying to get the waiting list down, the place is full, what do we do? - To personal issues of a secretary suddenly going off sick, the consultant's got no backing. And yes with crisis management, they're both big issues but their implications are different! You always have to cope with the next crisis.

Categories: Tension Between Delivering Government Targets & High Quality Care/Quick Solutions/Whim Of Politicians

High Stress Male

People from the Private sector, in business, were quite amazed at the political pressure we were under in two particular ways specifically. The first is the tension between the delivery of Government targets and the delivery of high quality care - now they are not necessarily always in line with each other, and that can give problems. And that tension - the need to deliver those targets - can often result in what you feel to be unnecessary expenditure, throwing a lot of money at quick solutions that aren't necessarily for the best in the long term. That's a particular tension. The other part is, you are at the whim of the politicians, in that six months ago the Minister might get out of bed and say 'We're slashing the number of Health Authorities by two-thirds!'

Category: Feeling Exploited

Low Stress Male

Being on the senior manager's contract is a good excuse - one gets the feeling - to get the best they can out of you and the most they can out of you, pay the least amount and not bother about overtime. Here there's an expectation to work long hours for no extra pay or reward.

Category: Commitment

High Stress female

I think most people who work in the NHS choose to work in the NHS because they do feel committed to providing a service. And in some ways that puts you under pressure because you are fundamentally committed to what you are doing, to make that whole thing work.

Categories: Negative Public Perception/Government Targets

High Stress Female

I think the public perception of the NHS is a pressure. We're doing our best and we're working now within tight Government guidelines. And the public perceive us, because of negative press coverage, as being bad managers. We do an awful lot of good and people don't see the good, they only see the bad these days.

Category: Political Battleground

Low Stress Female

I think it's got to be the politics. And you'll never get away from that, the fact that the NHS is funded by direct taxation means that the Government will always be interested in using you as a political battleground. So that is incredibly frustrating.

Categories: Second Class Managers/Not Valued

Low Stress Female

With the raising of people's expectations through the Patients Charter; and also the perception that managers are not worthwhile people in the public's eyes at times, and also in the Government's eyes - you almost feel as if perhaps managers in organisations such as the NHS are dealt with as if they're second-class managers and they're only there perhaps because they can't get a job in real industry.

Categories: Tension Between Government Targets And High Quality Care/Under-resourcing

Low Stress Female Manager

I find it very difficult - the constant financial pressures. All the time, you are driven by finance. Now you are in the private sector but that was easier to do because you just went out and got the business, whereas here you can't do that, you are dealing with health care, people's lives and how do you put a price on a service or someone's care? And I find that is a conflict for me.

Categories: Common Goals/ Not Valued/Motivating Staff

Low Stress Female

Yes, how do you motivate and get people to work? We all sign up to the same common goal or values within the Health Service, but there has to be more. And I don't think that my staff feel very valued, no matter how much I try to make them feel valued. The Consultants put horrendous pressure on some of the Secretaries - 'You will stay an extra hour after work!' - so I let them take it back, probably I shouldn't do that but I do. I think it has to be swings and roundabouts - a bit of flexible working.

Fig. 4 QUOTATIONS: COPING WITH CONFLICT**Category: Conflict/Cowering Fox**

High stress female

And I've had a consultant who was very angry that one of his patients was cancelled and he came into my office and I was like a cowering fox in the corner of the room! And once he'd gone, I became very emotionally upset because it was just the shock of it. And I won't answer back, I won't stand up for myself, I will let people walk on me rather than say 'No, excuse me, please don't do that!'

Category: Conflict/Nobody Treats Me Like A Girlie

Low stress female

And one of the consultants will intimidate, but because I think they know I will stand up to them, I won't be pushed around - to be honest, I don't have a lot of problems with insults and abuse at all. I don't have any problems with things like sexual harassment, nobody treats me like a girlie or puts me down or any of those things at all.

Category: Conflict/ Take It Personally

Low stress female

I've been made to feel really uncomfortable by – I mean not open and verbal abuse - by consultants, who have huge problems in their department, and they want to blame you because 'You're the manager, so sort it out!' They want to blame somebody. And then they will turn around when they see that you're obviously hurt and say 'Don't take that personally!' But actually it is personal! Because I'm the person that's sitting in the chair. I can't change the world overnight and they need to take that on board. And we certainly can't change the world at all without being given the resources.

Category: Conflict/Managers As Kicking Boys

High stress female

I've received verbal abuse and anger, I've been on the receipt of that even during a training session. And also I've witnessed other members of staff in the department being subjected to a lot of aggression - as a manager rather than as an individual. And I think what they were doing was venting out their frustrations that they wanted to direct at their own managers and couldn't, and so I was subjected to their anger. I wanted to be angry back! But what I tried to do was actually clam up in that situation and get them to actually approach it logically and think about how they were actually sounding in their aggressive stance. I was really quite distressed!

Categories: Conflict/Unassertive

High stress female

Patients, relatives - no. Colleagues - I suppose insults like when someone insults you they are almost aggressive at the time and I have backed off and I don't know what to say to people. Normally I can be as quick as that, you know, but if somebody comes at me very aggressively I'll back off. As I said before, I'm a confident person and assertive in ways, when I know what I'm saying, but when someone comes at me with an aggression, I'm not good.

Category: Conflict/Intimidation/Back Off

High stress female

I've had an episode with my Line Manager when he asked me a question about the Patient Charter and I said I didn't think we worked as we should, I wasn't getting the feedback from the wards that I should be getting. And the woman who was standing behind him was from the Patient Charter Service, and when she had gone he came back in to me and he actually flicked me on the forehead and said 'I never want you to say anything like that ever again'. And instead of saying 'You shouldn't talk to me or act like that' I backed off and I hid, and that is what I'm dealing with, I back off. And when they've gone I'll think about what's happened.

Category: Conflict/Sparring Match

High stress male

Personal insults, certainly not! Actually, personally I'd only get them from colleagues and I tend to see it as a sparring match and give as good as I get - unless implied insults, I'd have problems with. The thing that has upset me most since I've been here is when my integrity or objectivity has been questioned, because the thing I'm proudest about since being here is the fact that people across the community respect what I say. So when that is questioned, I take that very personally. They probably don't mean it personally. They know I'm not going to twist things, that it's true. I find that very important, and if I have put a lot of work into something and people, almost through the knee-jerk of the culture here comment 'Ah yes, well you would say that wouldn't you!' That really gets up my nose, that really upsets me!

Category: Conflict/ Talk People Round

Low stress male

I think that when people come over difficult and very often they are thumping on the desk difficult - we've had that in the past - they go away thanking me for my help. And I suppose that's my ability with my talk-about way, to talk people round and to dissolve stress.

Category: Troubleshooting/Positive Stress

Low stress male

If I get a patient complaint, I'm not terrified. Even doctors I know don't like complaints against them, but if I'm dealing with a complaint then I come out of my day-to-day management and it's really exciting, it's all trouble shooting and dealing with people and their problems. I have no fear, a lot of my colleagues are terrified of the phone ringing and they're going to be confronted with a problem they can't resolve. Whereas I am totally the opposite, I thrive on it!

Category: Conflict/ Nearly Reduced To Tears

Low stress male

I remember my senior getting furious with me on a particular issue and nearly reducing me to tears, I think, but not quite, and just his personal anxieties and angers just being dumped on me. So this was me feeling dreadful going into this meeting - just feeling verbally abused, I think. And I think he even felt guilty afterwards and asked me after the meeting as to how I felt. And I said 'I'm fine', but I don't think I was fine. But I'm fine with patients who are abusive over the phone. We've had some very difficult patients and stalkers and difficult people to deal with.

Category: Conflict/Principles Challenged/Fairness

High stress male

I suppose the principle I work on in this is one of fairness and say that patients need to be fairly treated in date order. and I get upset when people are blatantly treating patients unfairly' - so that's where I tend to clash with the consultants.

Category: Conflict/Exhausting/Maintain Professionalism

High stress male

It takes a lot out of you to try and deal with a belligerent, irritating individual in a professional way. There are techniques which I've trained in, to handle belligerent users and I've handled them effectively, always been able to do so, not sure I'd be able to do it now. But that emotional bit drains and you need the R & R out.

Fig. 4.1 Phenomenon: Dealing With Aggression – Personal Insults
A Cognitive Map Summarising Core Concepts

Antecedents, Conditions, Context.			
Generally, provocation from another individual reported by the managers as: Difficult people thumping on the desk , aggression, physical aggression – flicking on forehead Bullying Intimidation Open & verbal abuse Not being spoken to at all		Individual questioning the manager’s honesty, integrity & objectivity Hostility Rage Blaming, and personal criticism e.g. About the way I speak An individual being derogatory about others Formal complaints.	
Hostility - From whom?			
Colleagues	Line manager	Belligerent people	
Patients	Training group	Arrogant people	
Stalkers	Peer group	People refusing to accept their situation	
Patients’ relatives	Consultants/medical staff		
Contexts Of Others Negative Behaviour			
Individuals complaining Want their problems sorting out Logistical problems with patients Unacceptability/dismissal/ rejection of the manager’s piece of work		Manager not meeting deadlines Training session Witness to certain people being derogatory about others	
Manager’s Appraisal Of The Situation As Threatening			
Interpretation of the individual’s behaviour as abusive, aggressive, threat, intimidating, they want to blame somebody			
Range of Emotional Responses (to hostility) of the Managers			
Distress	Feel angry	Feel fine	Feel uncomfortable
Shock	Indignant	Frustration	Felt verbally abused
Emotionally upset	Take it personally	Anger	Feel dreadful
Gets up my nose			
Managers’ Behavioural responses			
Cowering fox Back off & hide Reduced to tears Nearly reduced to tears Stand up to them Get pushed around Said I’m fine but I didn’t think I was		I wanted to be angry back. Clam up Screaming match Raised voices Rest & recuperation Sparring match	
Hostility - Coping Strategies			
Ask the aggressors to approach the problem logically & think about how they were sounding in their aggressive stance Come out all guns blazing Give explanations that can't change the world overnight & need the resources. Scream & shout at the aggressor Talk people round & dissolve their stress Rationalise with the person		Constructive conflict - fall out and have resolution at the end of the day Treat people in a professional manner Aim for a win-win situation See it as a sparring match I look on it as a problem to be solved I enjoy troubleshooting Hide feelings	
Cognitive Responses			
Principles challenged: objectivity, integrity, fairness Incredulous		Why are they blaming me? Why don’t they believe me? They are being unfair	
Reflections – Feeds Back To Increase Managers’ Confidence In Conflict Or To Lower It - Long Term Consequences			
‘It takes a lot out of you to deal with a belligerent or irritating individual in a professional way! I let people walk over me.		Nobody treats me like a girlie! I’m proud of my reputation for not twisting things I thrive on it!	
Mediating Assumptions/Possible Explanations Given By The Manager/ Ways Of Coping With Provocation			
They probably don’t mean it personally (blame you because you represent management) They are questioning my integrity, honesty, objectivity Line manager’s personal anxieties and angers dropped on me.		They want to blame somebody They’re venting frustrations on me that they really want to direct at their own managers They are very unprofessional Line manager’s underhand activity focused on me	

Fig. 5 MANAGEMENT RESTRUCTURING

Categories	Female Managers (N=6)						Male Managers (N=6)					
	Low Stress			High Stress			High Stress			Low Stress		
	F1	F2	F3	F4	F5	F6	M6	M5	M4	M3	M2	M1
Organisational Restructuring												
Organisation Culture: 18 months ago												
Old regime, regimented, hierarchical, powerful, autocratic										x		
Hard-nosed approach to management - perform or you're out! Rule by fear									x	x		
Fortress									x			
Little accountability for decisions made									x			
Long hours culture, work, work, work!										x	x	
Mushroom principle, kept in the dark												
Spin-doctoring									x	x		
Blinkered, head in the sand, don't tell us what we don't want to hear				x								
Disparate groups, 'Balkan-ised'									x	x		
Wouldn't trust a soul, hidden agendas, leaky sieve, gossip		x			x				x			
Entrenched in historical processes, resistant to change	x											
I don't want to listen to your problems, just deliver your targets! No thought about support				x						x		
Second-class managers												
Culture of us & them (clinicians/management)					x							
Management Style & Culture Now												
New regime					x			x		x		x
Improved, more effective, changed for the better, 60% of the way there, time will tell!					x							x
Doing things differently								x				
Distancing of exec. directors						x				x		
Movement towards more open honest culture & leadership - still hidden agendas, mixed messages												x
Ruthless underneath										x		
Opportunities, world is your oyster			x									
Committed & loyal staff (as in the old regime) we all put in extra					x	x						
Increase in female managers									x			
More realistic approach												x
Supportive in adversity, jam tomorrow, let's bite the bullet, one last push	x								x			
The ultimate aim is to deliver your targets			x									
Little in the way of confidentiality									x			
Flattening of management structure - Americanisation, change of personnel								x		x	x	x
Restructuring Process												
Chaos, weathering the storm, process not thought through, pressures increased		x			x			x			x	
Enforced change, loss of control						x		x				
Published process not adhered to						x		x				
No clear set structure	x			x				x				
Selective information, dribs & drabs of information, kept in the dark							x	x			x	
Back stabbing, putting others down				x								
Competition, jockeying for position	x				x	x						
Left to survive on my own, no support						x	x					
High level decision making, confidential debates											x	
Things were shelved until new structure in						x						

APPENDIX R

place, few decisions made													
No continuity of directorate/line managers	x		x		x			x					
several different bosses each with different agendas & styles of doing things													
Responsibility without authority	x			x		x							
Not informed that /if job at risk											x		
Increased responsibility					x								
Pressure - funded by existing resources													
Continuous adaptation to change								x			x		
Hurdles to jump e.g. Need a degree, training							x						
Make plans for yourself					x			x					
Outcomes/changes for the individual													
Sidelined				x			x				x		
Promises unmet (regarding jobs, career)		x									x		
Secondment								x					
Loss of role, no positive influence on role											x		
Career paths withdrawn	x					x					x		
No accommodation		x						x					
Reneging on promised salary increase		x				x			x				
Post made redundant													
New post								x					
Doing two jobs											x		
Threatened to leave												x	
Feelings during the process													
Disadvantaged		x					x	x	x		x		
Tension							x	x			x		
Cynical	x											x	
Bitter, resentment					x								
Exhausted, fatigue	x						x	x					
Aggrieved, a severe smack in the face, a difficult time								x			x		
Uncertainty										x		x	
Instability										x			
Not valued						x							
Powerless				x				x	x				
Excitement, positive stress, not too much of a problem				x							x		
Crabby										x	x		
Hated coming to work						x	x						
Isolated, dislocated from the Trust								x					
Frustration		x					x						
Depressed													
Very, very stressful!						x							
Fighting a running battle!										x			
I've had enough! - the final straw		x											x
Positive feelings now													
More comfortable						x				x		x	
Less isolated	x									x			
Less stressed					x		x	x					
Valued										x			
Negative feelings now													
Burdensome (supporting others)	x			x	x								
Loss of trust				x	x		x	x			x		

Management Restructuring

Generally reported as a negative emotional experience for the sample of managers because of the management of the change process especially: little information, seconded, doing two jobs, promises unmet, lack of accommodation, uncertainty, and changes of plan.

Fig. 5.1 QUOTATIONS: PRESSURES OF MANAGEMENT RESTRUCTURING**Categories: Uncertainty/Drips & Drabs Of Information/Kept In The Dark**

Low stress male

There's a level of uncertainty and I think that from my perspective anyway, has been the hardest to bear. Because there's a level of uncertainty and there was no set structure - what was recommended by one was then countered by another, you never knew what was going on. And because it was all high-level confidential debates, you tended to get drips and drabs from certain people or from my boss at the time.

Categories: Hurdles To Jump/Lack Of Consistency/Punishment/Ethnic Cleansing

Low stress male

I wasn't allowed to apply for the post because I hadn't got a degree and they put in various criteria for people or hurdles to jump - that was one of the hurdles, you had to have a degree. Yes, I've got equivalent professional qualifications but they didn't count those, and so I was then barred from applying for the job but was then given a job which also said you'd got to have a degree! So there hasn't been any consistency in that. Not being allowed to apply for a job that I'd been doing for six months quite competently, so it has been a difficult time. And I don't know if it's part of my punishment really! Sort of ethnic cleansing of the old regime - I shouldn't use such an emotive term!

Category: Enforced Change/Loss Of Control/Depressing

Low stress male

If one has an enforced change like I did - I wasn't in control of the jobs I was applying for, or changing them - and so I found that quite depressing and particularly, as I said, if I haven't got an office or a role or understand exactly what I am supposed to be doing and no one to go to, then I found that quite depressing recently.

Categories: Kept In The Dark/Loss Of Trust

High stress female

When you're not given information, a certain level of trust goes between you and the line manager because you think - when are you going to be told what's going on? - because you personally feel that you're being kept in the dark! And also you've got to make plans for yourself.

Categories: Unmet Promises/Don't Rock The Boat

High stress male

I think the way in which the reorganisation has been managed has been a great cause of that stress and pressure. There was a document that was written which detailed the process, and that process was not adhered to, and there were a lot of things that went on which actually caused me huge personal stress - in as much as things that were promised that were going to happen didn't happen. As a manager you have very little leverage to actually say 'Hold on a moment, those are not the

processes that we agreed to or were led to believe would happen!' And if you rock the boat, you will end up by finding at the end of the process that funny old thing that there isn't a slot for you any longer!

Category: Final Straw/No Accommodation

Low stress female

What added to my stress more than anything else was the fact that they didn't provide me with any accommodation. I shared half a desk with someone else, so we had a rota - who could use the computer and the desk on what days? So I said I would work from home and it was made very clear - you are expected to be here! So come the middle of August, I actually couldn't cope, I'd lost it, totally!

Category: Final Straw/Equipment /Basic Rights/Not Valued

Low stress female

Well I actually came to the point I had never felt so undervalued in my life, ever, not my working life then, at all. I just felt as though I couldn't understand what the game was, because they appointed me to the job but they didn't give me the tools to do the job. I felt they were denying me my most basic right, which was a small space of my own, which was my own desk, my own chair, my own computer. I didn't even mind sharing, I just felt I had nothing at all, I was undervalued, worthless really - 'Oh, She can just be moved here, there and everywhere, she's not a very important person!' So I just said 'Fine, that's OK, I've had enough!', I wrote out my notice, gave a copy to my senior manager. And I said 'That's it, that's fine, I'm not even going to give you a day's notice, I'm going!' So then they found me an office which is now my permanent office, a very nice office.

Categories: Instability/adapting to change

High stress female

During the last 11 months I've had three line managers with their own agendas, so my life has changed drastically as one has come in and gone. Every person we've had in the short term has always done things differently, and so on the whole you have to deal with someone new coming in, with new ideas, you work to how they work and then the next person comes in. Instability - that's the main feeling. And the pressure is there everyday. And also I'm on a secondment, I'm almost coming to an end in 6 weeks and I've got no answers as to where I'm going next!

Category: Change For The Better

High stress female

We've obviously had a huge change of management and the higher management within the Trust. And when they settle in - I think they came in with a bit of a bang - and given time, it is for the better.

Categories: Change For The Better/ More Open Culture

Low stress manager

At least we're being given the full overview as to where things are going. Now whether it's that that makes one feel different or whether it's a case of just a different leader, who knows? It has changed, improved from that respect.

QUOTATIONS: COMPETITION FOR ADVANCEMENT**Category: Competition/Washes Over Me**

Low stress female

So it sort of washes over me, a lot of this competition. I just see it going on around me but I'm not overly involved Well, I'm not interested in it, I don't want to do that. But I have seen recently, very much the display of ambition and how you can chop someone's legs from under them with the competition for the two new posts. One in particular, one of the guys who was advised not to apply for it because he wouldn't get it, is definitely out to axe somebody else who has been short-listed for it, and if this person gets it, his life will be a misery and that's just one example and I've heard that on numerous occasions.

Category: Competition

High stress male

Yes, I don't see myself as a particularly competitive person. I suppose for me the most important thing is knowing that I am actually doing a good job, a job that's meaningful. And I suppose at the end of the day you can see a direct benefit to patient care. And that job may not necessarily lead me up the structure of the organisation. But that's where I get my satisfaction. But I would say I'm probably in a minority among the managers in that way.

Fig. 6 QUOTATIONS: MANAGEMENT STYLE & CULTURE**Category: Mushroom Principle**

High stress male

I think there's a great deal of - how can I put it? - information that is not being distributed. I think there's definitely, shall we say, of 'keep the workforce in the dark'. I do feel that. The mushroom principle - Kept in the dark and fed on crap. I can also recognise from a management perspective the need not to have things out in the open, I'm not daft. But at the same time if you don't have enough information - credible, honest information - circulating in the workplace, then everybody makes it up for themselves.

Category: Us & Them/Jam Tomorrow/One Last Push/Boundless Optimism

High stress male

Generally the culture I have experienced was one of a degree of us and them, but generally supportive. But it was supportive in adversity - 'We recognise that your workload is immense, we recognise that we are not giving you the development opportunities we should, but it's because of the immense problems we are facing at the moment, and once we get out of them, we'll be OK, then we can commit to it'. So it's always, what's it called, jam tomorrow. So it was understanding, it was supportive, but there was just no proof, no actions for the words. And I think to an extent that is still the case really, there is still 'Let's bite the bullet, come on, let's get one last push, then we'll be home!'

Category: Committed & Loyal

High stress female

I've always found that people are very committed to what they do and actually committed to the Trust succeeding. And sometimes we work too hard rather than say 'This is beyond our management capacity - rather than capability,' but we all put in the extra because we don't want the Trust to fail. We don't want to fail as individuals but we don't want the Trust to fail. So I think it's actually a very committed and loyal culture.

Category: Work, Work, Work

Low stress male

I just had too much work and so one just did it and took it home and worked at weekends, and that was the ethos, that was how people worked, and the bosses worked like that.

Leaky Sieve

High stress male

I would trust, very few. I would say, probably within the organisation, there is only one person that I would implicitly and about three that I think I could rely on, if you know what I mean. The rest of my colleagues - I would not trust the majority of them not to take advantage if the opportunity arose, which is a sad reflection, really. But you have to be very careful what you say to whom, because I think this Trust is probably one of the leakiest sieves in the district. Information - you find that things come back to you and things that you've said to people in confidence - when you find your superior saying 'I heard you said so and so to so and so', and that's probably been through about three hands before it's got back.

Category: They Don't Care/Targets

Low stress female

I suppose to be blunt, it would be 'I don't want to hear your problems, I just want you to deliver on the targets.' I think that would encapsulate it.

Category: Low Support Culture

High stress male

That's pressure, trying to squeeze a quart into a pint pot and that's an instant source of pressure. And the financial pressures that go with it on the Trust means that there is very little thought has gone into support mechanisms.

Category: Female Environment

High stress male

The social relationship side - as a male manager I actually find that quite difficult, working in a predominantly female environment. There was for instance recently, a social function organised and one of the male managers was going to go as well, and one of the females said 'Oh, well I don't think I'll bother coming then, because we can't have a girlie night out'. That was the culture.

Category: Resistance To Change/Weather The Storm

Low stress female

You come along as a new manager and you want to change things, so you are going to cause chaos - but what they fail to understand is the process of that change, in order to get any action and come through it, we have to go through the chaos bit, to come out the other end. And I think it's about being open and honest and saying to them 'Yes, that is how it's going to be, but just weather the storm and let's just see if it's better. If it's not better we can go back to doing it that way'. So I think there's not enough people around who say that sort of thing, I think that it's very difficult to initiate any change, and I think that's culture-led.

Category: Hidden Agendas

Low stress female

I think there are a lot of hidden agendas, there are a lot of mixed messages. I'm not sure that the left hand knows what the right hand is doing and I don't think it's open, honest and transparent.

Category Lack Of Trust

Low stress female

Oh yes, I wouldn't trust anyone here at all. I wouldn't, and I was discussing this the other day with another Senior Manager over a cup of coffee and we both said 'Wouldn't trust a soul'. The best way to do it is to keep your mouth shut, low profile, and deliver the goods. The ultimate aim is to deliver. That is the survival technique here!

Fig. 7 QUOTATIONS: ACUTE PRESSURES - NEW & UNFAMILIAR DUTIES**Category: New & Unfamiliar Duties/Time Available/Understanding/Under Control**

High stress male

(New and unfamiliar duties) can be demanding, but it depends on a couple of things: one is how much time you've actually got to absorb whatever the new demand is. I find that I like to understand things fully and once you've actually got a firm understanding you can say 'Right, OK, this is what we really need to do!' And you distil things down and say 'Right, actually yes, there is all this but there are three key tasks here.' And say 'Right' and once you've actually got that group say 'Right, you can tick those off' and it then doesn't become so onerous because you've actually got it under control, you know what's happening, know how it works.

Category: New & Unfamiliar Duties/Time Available/Tactics/Prioritise

High stress male

Use a problem-solving approach, and it only becomes stressful when you haven't actually got time to sort out what the problem is and decided what your approach, what your tactics are going to be. And that is my background, I use those skills - what has to be done now, what order do they have to be done, which are the important tasks, and I don't really understand this and set some time aside to understand that one and then I can put that one back in the pot to tackle later.

Category: New & Unfamiliar Duties/Don't Reinvent The Wheel

Low stress male

Ask - if there's somebody else who's actually done something before, I can find out who it is and say 'Hey, this is the problem, how do you approach this, what were the lessons you learned?' - try to avoid reinventing the wheel or going over chewed old ground.

Category: New & Unfamiliar Duties/Self-Sufficient/Expectations Of Help Offered

High stress male

I like to be left to be as self-sufficient as possible. But when I say 'This is beyond my responsibility - this is where you need to get involved' or this is where I need your advice then they are there for me.

Category: New & Unfamiliar Duties/Self-efficacy/Pragmatic

High stress male

I'm probably terribly arrogant and so I wouldn't think anyone else could solve problem rather than me! And that's part of my problem. I don't know that I do regard a lot of my colleagues as incompetents and hopeless. Just pragmatic solutions to problems. But I'm not in a powerful enough position to make it happen.

Category: New & Unfamiliar Duty No Explanation/Networks

High stress female

Yes. They can give you a new duty and nothing will be explained. It's when you're given something new, you haven't got a clue how to do it, you have to start from scratch, don't you? Yes, and it's knowing who can help - you make phone calls, I've got this to do, who do I contact about this? And it's the network - you've got the management in the trust and you've got this spider's web of people, to know who to contact.

Category: New & Unfamiliar Duty/ Headless Chicken

High stress female

Panic. Panic because I knew it was such an important thing and that if I'd got it wrong it would come down on the trust. And it was panic and the headless chicken came in for probably about half an hour as to - what to do I do, who do I see, where do I go? And after that I'd think logically and I had to sit and think about what the needs were, what I needed to get, who I needed to see. I mean, I did it, it was all done - but first it was 'Oh I can't do this'. I'm a very confident person, but my self-confidence in my own ability sometimes is lacking and I think I just can't cope with this, I just can't do it. Sometimes I think people are

going to find out that I'm not as good as they think I am! But then you think, they've given it me to do so they must think I can do it. Sometimes your brain does not think logically at all and under stress I can really go batting one way and the other. Does that make sense?

Category: Learn On Your Feet/Network/Ask For Help

Low stress female

You are almost having to learn on your feet. You know I've never had anything to do with that area, so what I have to do is network myself around the people that I think can give me the information. And I don't think it's inappropriate to do that. I mean, it's very good in building up networks and you know who you can go to for information. Well you just have to go and ask 'I've got this problem, can you help me? and if you can't, can you tell me who can?'

Category: New & Unfamiliar Duties/Ask For Advice/Information

Low stress female

If I'm struggling to do something simply because it's new I need information and advice. It's quite nice to be able to go to someone and actually say 'I don't know how to do this, because I have not done it before, can you provide me with the support to enable to do this?'

Category: New & Unfamiliar Duty/Line Manager Unhelpful/Learn By Experience

High stress female

Interviewer: Did you ask your line manager for help at the time?

Manager: No, because he had previously given me a project and I worked for a week extremely hard to do, and when we said we didn't know how to do it, he had said this would be a learning curve, for me to find out how to it. And I worked a weekend at it and when I finally came to give it over, I was told it was no longer needed. So I learnt by experience of not going to him because he would just say it's a learning curve, this is one of the things that we want to see how we do. Learn by experience!

Category: New & Unfamiliar Duty /Assertive/Asks For Help

Low stress female

I feel quite stressed about the thought of doing it because I don't know how - and I mean, I have been quite open with my line manager and I have said to her 'Look, I'd relish the opportunity to learn a) if I had the time and b) if my skills allow. I'm not convinced that I've actually got the skills that you require to do that but I'm quite happy to try and I'm quite happy to learn; but I'll need guidance and I'll need help; there's no point in sitting me in front of the computer and saying 'Well, you do this', because I know I won't be able to do that. So I said I'd need support to be able to do that.

Category: New & Unfamiliar Duty/ Assertive/Asks For Help

Low stress female

The other thing I have said is, in order to take on those new tasks, what you've got to get to grips with is you need to take something else away from me, because I don't actually cope with my workload now. So until you actually get it all sorted out, there's nothing that I can do to help you with your bit. And I think I've got to be quite strict, and I've got to force them into doing it.

Category: New & Unfamiliar Duty /Expected To Do It/No Support

High stress female

My previous job was very much new and unfamiliar and yes, I wasn't given any support in terms of making a transition to a very different job, it was a very different job and it was almost as if I was expected just to be able to do it. The sense that I had was that the expectation was that I would just be able to do it. Nobody sat me down and said 'This is a very different role and you may find that you're going to struggle with some of these things and this is what you do if you do struggle with them'. It was like 'This is your new job' and nobody came back to me at any stage to say 'How are you finding it?' It doesn't feel like you've got a way back, because it almost would have been 'So what if I'm finding it a struggle, I've made my bed, I've chosen this job, this is what I'm going to do so now I've got to get on with it and try and make the best of it' - it was that sort of feeling.

Category: Clear About Competing Time Requirements/Negotiation

Low stress female

I've always got new and unfamiliar duties because of the nature of my role. I don't see it as a problem providing I'm very clear with the individual who's delegating the work, what it is that's expected. I do have to be very clear. I've got to be really careful about making sure that there's no competing time requirements. And if I'm not really clear about what I've got to do, I would sink every day. Some of that's negotiation, sometimes you have to hit the ground running, and other times you can negotiate for that bit of time to do it.

Fig. 8 GENERAL CONSEQUENCES OF STRESS

Categories	Female Managers (N=6)						Male Managers (N=6)					
	Low Stress			High Stress			High Stress			Low Stress		
	F1	F2	F3	F4	F5	F6	M6	M5	M4	M3	M2	M1
Behavioural Consequences												
increasingly difficult to function	x					x	x					
hardly able to get out of bed	x											
erratic behaviour										x		
lapsed exercise programme				x	x						x	
don't achieve personal standards		x			x							
drinking too much (alcohol)										x		
smoke more							x		x		x	
work became all-consuming							x					
negative effect on relationships/homelife			x	x	x	x		x	x	x		
sleep pattern interrupted big time	x		x	x	x	x	x	x				
Cognitive Consequences												
poor concentration	x						x					
work constantly on my mind, take issues home					x		x					
wake up worrying (about work)	x				x			x				
dream about work						x						
loss of motivation	x											
awareness: can't keep this pace up long	x		x						x		x	
can't think straight					x						x	
planning/organising difficulties		x										
Emotional Consequences												
negative view of the self, loss of confidence					x							
impatient	x											
irritable/crabby/short fuse	x		x	x			x	x	x	x	x	
frustration				x				x		x		
struggling						x						
miserable						x						
anxiety							x					
depression										x		
shock at body's reaction							x					
feel emotional	x				x							
hated work						x						
guilt at letting down people - home & work				x	x	x						
loss of control/headless chicken						x				x		
Physical Consequences												
been off sick from work recently				x		x	x					
eye twitches						x						
put on weight				x		x	x					
fatigue/exhaustion	x		x	x			x	x			x	
headaches	x											
flu-like symptoms	x											
tension										x		
palpitations/chest pains	x						x					
psoriasis						x						
my body just packed up							x					
raised blood pressure				x								
No/few Negative Consequences												
I'm really in quite good shape		x										
no negative emotional effects		x										x
positive stress/excitement									x	x		

Fig. 8.1 CONSEQUENCES - STRESS EMOTIONS

EMOTION CATEGORIES	Female Managers (n=6)						Male Managers (n=6)					
	Low Stress			High Stress			High Stress			Low Stress		
	F1	F2	F3	F4	F5	F6	M6	M5	M4	M3	M2	M1
ANGER												
annoyance, irritable, crabby, resentment, furious, let off steam, short tempered, bitter, sheer unadulterated temper, angry at self		X	X	X	X		X	X	X		X	X
							X	X				
								X				
LOW FRUSTRATION TOLERANCE												
tension, impatience, frustration, short fuse	X		XX				X	X		XX		
EMOTIONAL PAIN/HURT												
unhappy, miserable, emotionally upset, regret, depressed, despair, suffering, demoralised, distressed, feel emotional, close to tears, cry	X			X	X	X	X		X	X		
	X					X				X		
				X	X							
LOSS OF CONTROL												
instability, headless chicken, emotional swings, confusion, in a blizzard, no way out, struggling to keep it together				X	X	X	X					
				X								
INABILITY TO COPE/POWERLESS												
helpless, enclosed, trapped, can't cope				X	X	X	X					
FEAR/UNDER THREAT/STRAIN												
concerned, scared, anxiety, dread, worry, frightened, panicky, apprehension, undermined, under pressure, shock, very stressed			X	X	X	X	X	X	X			
				X		X	X					
				X		X						
NOT VALUED												
devalued, belittled, unimportant, worthless		X		X	XX		X	X		X	X	
FEELING OF CULPABILITY												
embarrassment, guilty, uncomfortable				X	X	X	X	X				
DISAFFECTION												
hated work, low morale				X		X						
LACK OF TRUST												
loss of trust, 'paranoia'					X		X	XX				
RELATIONSHIP WITH ORGANISATION												
isolation, detachment, in an ivory tower, excluded							X	X	XX	X		
COMPETENCY												
felt that they had failed in some way				X		X						
loss of confidence					X							
ALLEVIATION FROM DISTRESS												
calmer, relief, a cloud lifted						X		X	X		X	
POSITIVE STRESS												
satisfaction, enjoyment, proud, valued, motivated, enthusiastic, passionate & thriving on work	XX								X	X	X	X
EXPRESS EMOTIONS:												
at home	X		X	X	X	X	X	X	X			
at work		X				X			X		X	

Fig. 8.2 QUOTATIONS: STRESS EMOTIONS

Category: Emotional Distress/Not Coping/Low Self Esteem

High stress female:

When I am stressed, I do feel negative personally about myself. Sometimes my emotions can swing, I will feel very emotional, very stressed, then I have to work my way out of it, and I will be able to snap myself out of feeling almost enclosed and I can't cope, have to get out.

Category:/Tears

High stress female:

I mostly try and suppress my tears, I will wear my heart on my sleeve if I have a problem either at home or at work. I speak to a core amount of people and I've also got a manager in another division that I can speak to about things.

Category: Management Restructuring /Emotional Distress Extreme – Miserable

High stress female:

Very unhappy, I hated coming to work and I was worried that - you know when you wake up and you think 'I really don't want to go to work, I could phone in sick.' But I don't think I'm sick. I was just so scared if I phoned in sick one day, I'm not sure that it wouldn't become another day and another day. And I didn't want to start on that slippery slope so therefore you just keep coming in. But my family I think suffered, because I would come home every day and just sit there thinking 'Oh God, I hate my life, I hate going to work'. I was thinking 'I've got to get out of this job, I'll become a teacher or anything!' It was like feeling trapped and feeling there was no way out of this day after day of feeling so miserable.

Category: Emotional Distress/Miserable/Failure

High stress female

I don't think anybody at work would have known how unhappy I was, I really don't. Because apart from anything else, I felt I'd failed or something, a feeling that I had failed in some way. So I didn't talk to anybody at work about it and I was relieved when an opportunity came up to get myself out of it. I'd already made up my mind I would go for a job for lesser pay that I enjoyed - another job had come up, which was a demotion and I thought I would rather do that than go back to the job I was doing! And it was like the cloud lifted the minute I started doing a different job. The misery was very much related to that job.

Category: Diminishing Enthusiasm/ Lack Of Support

Low stress female

When I first was appointed, I think one of my strengths was the motivation and the enthusiasm and the passion that I actually had for my job. And I find that that, over the period of time, is now diminishing because I feel that motivation and drive and being able to empower other people is really crucial for a manager to be able to do, but if you're not being supported yourself it's very, very hard to drive that emotion and drive that motivation. And also it's hard to be motivated when you're physically exhausted, and I'm physically exhausted.

Category: Distress/Expectations (Psychological Contract) Unmet/ Core Beliefs Threatened

High stress male

I believe I can make a difference and improve or deliver a credible service. And there I was in a situation where I'd identified a set of problems and solutions and it's just batted back with indifference. And I think that really finished me. I couldn't cope with

that, because it removed my faith - it's rather like you are a devout believer, suddenly discovering you don't have a God. I think my instincts, I wanted to lash out, but my professionalism contained me. My second reaction was complete and utter disbelief. I was very near to tears, I remember and struggling to keep it all together.

Category: Expressing Emotions/ Not In The Workplace /Expectations Of Managers

Low stress female

I think that's harmful for you as a manager, because you're supposed to be the person that is mature, you're supposed to be person that carries everybody else. And I've always felt myself quite a capable person to do that. So I see that being able to display how you are feeling yourself emotionally, perhaps some of the stress that you feel in your life in the management environment, that's not the place to express it, quite frankly. I think you have to take it somewhere else, because you can't be seen as somebody who can't cope, really.

Category: Expressing Emotions

High stress female

Helpful, because it shows especially as a manager, that you are human. and I think people perceive that as a manager you don't have feelings, that you just sit in your little ivory tower and push pieces of people around and I think sometimes you look like you are human.

Category: Expressing Emotions

High stress male

Emotions, I wouldn't say I'm uncomfortable with emotions. It's more I just feel they are often unnecessary and complicate things and muddy the waters. And in terms of focusing on myself, no I'm not at all emotional.

Category: Anger/Management Restructuring/Low Control

High stress male:

I was furious, but there is nothing that you can actually do about it. I think I was very angry that I was being put in a position that I didn't want to be put in, because all I wanted to do was to come to work, do a good job, deliver the targets. But I found that the organisation and the way in which the structure was being managed and the organisational structure were putting huge obstacles in the way. And there were times when it was very difficult to come to work and think 'Well, if this is your attitude, I will stay at home!' And I think probably quite legitimately I could have said 'Well I'm taking time off because of the stress of what's been going on'.

Category: Anger / Take It Home

High stress male

I was talking to my partner and expressing my concerns. There were also actually a couple of instances in work where, for example, I suspected that there was underhand activity focused at me as the individual - I suspected that there were things not quite right, and I became very angry and, you know, raised voices etc. - 'If they do that to me, I'll sort them out and they've picked on the wrong chap!' And my partner would calm me down and she would, not console me, but effectively offer me a different perspective, which I would then discuss and perhaps accept.

Category: Anger /Take It Home

High stress male

Mainly at home. I did get angry in the workplace once, over a report submitted that was rejected - that was incredulous in the sense that I think my reaction was more one of disbelief than anger but perhaps manifested as raised voices. But I think I expressed a lot of my frustration more at home than in the workplace.

Category: Anger/Withdraw & Consolidate

High stress male

My problem was that my perception of leadership is that one should lead as much as possible by example, and for me to go ballistic in the workplace in front of my subordinates, I would consider to be a bad management action, and I have trained myself not to. A coping strategy that I do employ is - withdrawal and consolidate. Get out of the situation because if you are just exchanging words, monologues, you are not doing any good. So break off the engagement, withdraw - I used to go outside the back of the office, have a cigarette, and found myself pacing up and down.

Category: Anger/Crabby/Petty Problems/Interruptions

Low stress male:

I must admit, I get short tempered, crabby is probably much the same, invariably about silly little problems. People can still come to me and ask questions and I don't bite their heads off, but very often sometimes they will come to me with very silly little problems or petty problems - In they come and invariably interrupt the train of thought through a cross manner, and of course I'm afraid that's when it just slips and becomes rather short, never nasty or rude to them but rather short. Whereas normally I'm a very diplomatic kind of person.

Category: Anger/Undervalued/Final Straw/No Accommodation

Low stress female

Well I actually came to the point, I actually felt as if I wanted to hit somebody. I had never felt so undervalued in my life, ever, not in my working life, at all. I just felt as though I couldn't understand what the game was, because they appointed me to the job but they didn't give me the tools to do the job.

Plus I was being put under pressure because I wasn't delivering what I was supposed to deliver, but I didn't actually have the means to do that. I felt they were denying me my most basic right, which was a small space of my own, which was my own desk, my own chair, my own computer. I didn't even mind sharing, I just felt I had nothing at all, I was undervalued, worthless really - 'Oh, she can just be moved here, there and everywhere, she's not a very important person'.

Category: Anger/Conflict With Consultants

Low stress female

Sheer, unadulterated temper! I'm not a weepy sort of person at all. If my back is against the wall, I come out all guns blazing, I don't fall apart and burst into tears or anything like that!

Fig. 9 EXPERIENCE OF SUPPORT CATEGORIES

SUPPORT	Female Managers (N=6)						Male Managers (N=6)					
	Low Stress			High Stress			High Stress			Low Stress		
Categories	F1	F2	F3	F4	F5	F6	M6	M5	M4	M3	M2	M1
CURRENT EXPERIENCE (SUPPORT)												
Generally available, there if you want it					x	x						
Very little available, appalling formal support	x		x	x			x	x	x			
Feel well supported											x	x
Nobody fighting your corner		x		x	x	x						
People back off when the chips are down								x				
Female managers are more supportive				x							x	
Line manager unsupportive, not trusted, unapproachable, authoritarian, not interested, not genuine, not listening, Just get on with it!				x	x	x	x					
IMPORTANCE OF SUPPORT	10	8	11	8	9	7	10	7	8	5	6-7	7
Low 1 -10 High												
MOST HELPFUL TYPE OF SUPPORT												
Informational: advice, information, guidance, directives	x	x	x	x					x	x		x
Practical: physical help, staffing, time, environmental: office, equipment							x	x			x	
Emotional: empathy, sympathy, relief from distress, concern, listening, valuing, self esteem, personal development					x	x						
Appraisal: help assess your expectations of coping realistically, assess/feed back on pressures v, coping abilities, achievement of targets & objectives			x									
SUPPORT NETWORKS (* main)												
Partner/ family	x	x	*x			x	*x	*x	x		*x	x
Line manager (formal support)	x		*x					new *lm	new *lm	x	*x	*x
Colleagues/peer group, a few key people (informal)	*x		x	*x	*x	x		x				
Not part of any work network										x		
External GP, other professional	x			x		*x	x			*x		
Self predominately		*x							x	x		
ORGANISATIONAL SUPPORT CONSIDERED/AWARE OF												
Personnel							x				x	
Occupational Health	x	x	x	x	x		x	x		x		
Chaplaincy		x			x		x			x	x	x
Unions		x										
SUPPORT OFFERED	x				x	x			x			x
ASK FOR SUPPORT (blank: don't ask)	x	x	x	x	x						x	x
WHAT STOPS YOU ASKING FOR SUPPORT?												
Lack of awareness of own needs						x						
Lack of trust, confidentiality, gossip		x				x		x		x		
It falls on deaf ears					x							
Self contained, self sufficient - I need to do it myself!		x								x		
Fear of being seen as a failure, viewed as weakness, judged as incapable, unreliable, ineffective	x	x	x	x	x	x	x	x	x	x	x	
Affect further job prospects, competition						x			x		x	
No faith in line manager; little response /action from previous requests (see above)		x		x	x	x	x					
Autocratic line manager					x					x	x	

Expectations of senior managers'- you should cope, sort things out yourself					x	x							
Get labelled with mental health problems						x							
No-one has the time/all under pressure	x												
Frequent change of line manager	x	x			x						x		
Isolated						x							
Think I can do a better job than others!								x		x	x		
EFFECTS OF LOW SUPPORT													
Feel unimportant	x				x		x						
Isolation						x					x	x	
POSITIVE GAINS OF SUPPORT													
Improves self esteem					x								
Gain reassurance			x		x								
Personal/career development aided	x	x	x	x			x	x	x		x	x	
Improves environmental factors												x	
Aids decision making		x	x	x			x				x		x

F1 Lowest stress manager female	F1 COMMENTS
Experience	I don't actually feel very supported by anybody. Probably one person will sit and listen to me having a moan
Availability Offered/Ask	It's offered by my support administrator who is under similar pressure. There's not really anybody here that I can ask who's <u>got the time</u> to help - maybe they've got more important things to do and this is not a priority. If I get physical symptoms of stress, I try desperately regularly to say 'please help sort this out!'
Importance Rating 0-10 low-high	It has to be a 10. Crucial , absolutely crucial for me and my staff. I need support at both ends (from line manager & subordinates)
Informational support	Guidance. Obviously important - if you don't know you can't do it. There's nobody to guide me - they just expected me to go there and know what I was doing.
Practical support	I could do with some practical help actually. There's never any action.
Emotional support	Emotional support is really important. To be able to sit down and actually express how you feel and people to take that on board and sympathise and empathise, is really important and I don't think we have any.
Appraisal	Is crucial because it's about having quality time with your line manager. It's about learning how you perform and how you see yourself performing and coping. You are getting that feedback. It's also an opportunity to discuss your emotional side, perhaps if there's anything they can do to help you develop. (Not had recent appraisal)
Support	Home: My husband Work: A few key people (friends, colleagues) within my directorate will notice 'You don't look very well today. Come in for a coffee.'
What stops her asking?	Perceived expectations from herself & manager that she will <u>just get on with it</u> . Believes she must be seen to be coping by others. Always seen herself as able to cope (self efficacy). As the manager you are supposed to be the person who is mature, who carries everybody else. It's admitting you need help, you wouldn't want the whole world & his wife to know about it. so it's about trust.
Line manager	Several line managers over 18 months. I would obviously look to my line manager but I know she's under similar pressure and hasn't always got the time to do it.
Supporting others	I try & do my utmost to ensure that my staff get support, but there is only me. I'm the type of person who'll fight tooth & nail to the bitter end for them.
Culture	I know that because of the structure and how it is at the moment that my staff feel unsupported and that's a huge burden for me to carry.

Informational and practical support obviously important. Emotional support is really important. Appraisal again is crucial - getting feedback. I don't actually feel supported by anybody and I try and do my utmost to ensure that my staff get that, but there is only me. She puts her work and management training first. Lack of continuity of line managers during the restructuring - perceives there to be no support above & below. Has experienced change during the restructuring, new job supporting her staff wants guidance. How does she cope? People-person. enthusiasm, motivation, open & honest, doesn't make promises she cannot keep, **realistic about what she can and cannot achieve**. And communicates this. Develops a cohesive & supportive team. **Awareness** of her symptoms and feels she needs some help.

Fig. 9.1 EXPERIENCE OF SUPPORT - By Managerial Case (N=12)

F2	F2 COMMENTS
Low stress manager female	
Experience	None. No-one to fight her corner but doesn't need someone sitting on her shoulder all the time. Left to get on with it . Seen as coping. Previous line manager encouraged her to develop her potential. New line manager doesn't provide her with support but she didn't feel at the time she needed any overly.
Availability Offered ask	It falls on deaf ears. Don't ask usually.
Importance Rating 0-10 low-high	Importance is an 8 (quite high.)
Informational support	Information, advice & suggestions. If I'm struggling to do something simply because its new. It's quite nice to be able to go to someone and actually say I don't know how to do this because I have not done it before
Practical support	Valued if attempting something new.
Emotional support	I don't think I need much emotional support to be honest I think I'm very sort of insular. I can manage myself very well - it doesn't mean that I don't have a moan. You get it off your chest. But I wouldn't say I really can't cope- I need someone to support me emotionally - because I don't.
Appraisal	Would value an appraisal & setting of objectives but it falls on deaf ears. You don't realise how well you're doing because you're in the mire but people can see you are delivering what you are supposed to deliver. But my personal feeling is I'm not. No-one is developing me within my role. They are leaving me to develop myself and I don't think that is very professional.
Line manager	No appraisal or set objectives. Not listened to. He's leaving so he's not bothered. Previous line manager very encouraging.
What stops her asking?	Expectations of self as a senior manager. Self efficacy. Maintain reputation as a competent manger. If you show the slightest chink in your armour someone will stick the knife in. Perception of weakness. Not being seen to be girlie or weepy.
When does she need support	Ethical dilemmas, conflict between clinical & managerial priorities. When struggling to do something simply because it's new or if work was particularly demanding. When required to feedback that she is delivering what she is supposed to deliver. For personal & professional development.
Supporting others	A & C groups are left out - nobody promoting their case - look to me to provide training & development.
General culture	There's no support structure here at all. I don't think anyone here is fighting anyone's corner overly. We talk about organisational development & everything else but I feel we pay lip service to it.

Regards support for personal development/ role as important yet denies that she needs emotional support. Values informational and practical support if facing a new or unfamiliar task. Line manager currently not listening to her requests, not appraised, set objectives or developed professionally. Copes by: self-efficacy, survivor, setting parameters.

F3 Low Stress manager female	F3 COMMENTS
Experience	I'm really lucky because my job has a really supportive environment - there's lots of pressure but a different way of handling it - family friendly, a more work/home balance allowing flexibility. Informal support is what I've made of it myself.
Availability Offered/ask	Will ask if she has concerns.
Importance Rating 0-10 low-high	Importance of support has got to be 10, even 11 out of ten . It is really important. It's not that you use it all the time, but you need that network of people and support so that if you have a problem you know where you can go. It might be to cry on someone's shoulder. It might be to say 'I've got a practical problem, whatever. But it is really important, really important.
Informational S	A sounding board to bounce ideas off. Understanding of the politics behind a situation.
Practical S	Sometimes useful
Emotional support	Appreciation & encouragement needed. Because you actually don't get thanked very often. If there are things that cause me particular concern, I try and do something by talking to somebody else about it. There might be issues I'm not very comfortable about and finding the right person to talk to is very helpful.. I wouldn't necessarily look for emotional support very often within the working environment.
Appraisal	You need that double check that you are doing the right thing and yes, you are doing it for the right reasons as well. I think the appraisal is quite useful a lot of it needs to be self-appraisal but often you need the double check because sometimes it can go terribly wrong. 'Yes you're doing a good job, get on with it. You've got our confidence.'
Line manager	Has a strong team leader who is very person orientated & that ethos filters through. There's nothing worse than going to your manager for some help & finding that you get loaded with their problems!
What stops her asking?	I'm still not sure that you wouldn't be seen as weak rather than actually everybody needs a bit of emotional support sometimes
When does she need support?	When she needs to check she's done the right thing or the political implications behind a request or problem.
Support network	Happy family life. At work: It's not that you use it all the time but you need that network of people Knowing your network - knowing who to go to for different things or problems. There are one or two people that I would go to for emotional support but I wouldn't go any wider than that .
Support culture	All formal support has been appalling. I think that we (managers) are used as kicking boys; and that feeling that comes from outside from patients and governments perpetuated because its quite useful to have a group that you can shout and kick at.
Supporting others	Sensitive to others mood changes, concerns and upset. Good at looking out for cues and being aware. A lot of it is helping & supporting , developing & training new people in post. Making sure you're not being particularly difficult and helping them tell you how they would like you to work and giving them the opportunity to do that.

Appraisal - someone to bounce ideas off feedback she was doing a good job. Small Network of support for different people meeting different needs. Those she can trust. Emotional needs met at home. Supportive line manager. and environment. Copers: philosophy of mental health before work, work homelife balance, people person, sets limits.

F4 High Stress Female	F4 COMMENTS
Experience of Support	I felt as if I'd been left to survive on my own - completely isolated.
Availability offered/ask	I don't think support is available in this Trust. It would be nice to feel that if I was distressed about something that I would have the emotional support to help me through. As to who I would get that from in my current situation,? I don't know, sorry.
Importance rating 0-10 low-high	I'd say 8
Informational support	Either advice or help for you to solve the problem yourself. Opportunity to approach & address certain issues and be guided.
Practical support	Would value increased staffing, resources & equipment.
Emotional support	Valued mentor-ship in her previous job. Having time given to you to discuss your concerns - important & valued. Knowing that someone is going to listen to what your concerns are.
Appraisal	Found the formal appraisal with her line manager a distressing & negative experience.
What stops her asking?	When you are talking to a brick wall then you are not getting the feedback or responses you need (not listened to). Also apprehension and fear of failure. Possibly gender of line manager - expressing her difficulties to male manager
Support network	Most of my support comes from colleagues within the department. I tend to ask most of the time. Home: supports her husband - she is the main bread winner. Work: I think trying to seek support elsewhere would be pointless. Psychological support, possibly occupational health. Possibly one could approach the padres
Line manager	Line manager does not understand her role at all. Disinterested. I wouldn't ask him for support because it was obvious it wouldn't be available if I requested it. I feel I compete for time from my line manager - other issues are obviously more important than me.
Culture	I've come across too many distressed people who have fear of expressing their concerns verbally to their line managers about issues that may or may not be work related. Rather than having an approachable manager that they could open up to they have to turn to somebody completely independent.

Has had experience of mentorship and would value that - particularly being listened to. Isolated, lack of resources - unsupported by line manager

F5	F5 COMMENTS
High stress Female	
Experience	It's there if you know who to ask (informal support).
Ask offered availability	They offer if they see I'm stressed, the people that I go to, otherwise they will wait for me to say. I think usually people can read me like a book. They know when I'm happy and when I'm not. I wear my heart on my sleeve
Importance	It's got to be 9 very high
Informational	Advice on how to do things. Pass on information.
Practical	Prepared to roll up their sleeves and help you with an issue.
Emotional	Someone who recognises, acknowledges & values your work. Motivates. Empathises. Helps build up your self esteem. Most important support would be emotional then practical support.
Appraisal	Likes to be told that everything's fine and you're doing a good job. Reassurance that people are aware that you are working hard.
Line manager	Experienced several changes in line manager during organisational restructuring. Has particular problems with her current line manager: doesn't trust him, he doesn't pass on information that is important to her, puts his name on her work, gives no recognition for work done, 'his stress comes out as a bullying tactic.'
Support network	A spider's web of people within the Trust and a strong family unit outside. Core group of friends and managers that I can go to & it will be kept confidential. Not making notes & thinking who can I Email this to? It's people I know where it won't go any further. Husband expects support. Would use the Chaplaincy team. Occupational health if she had physical needs
What stops you asking for help?	Fear of failure. It's almost as if you've failed slightly and they'll want to know why. Perceived expectations of others that as a manager you should know everything.
Culture	Gossip.
Supporting others	They want support in being listened to - I'm a good listener and I won't just listen and not act.. If they say something is wrong I will try & make their life easier and their working processes easier.. I know who I can speak to and say we've got a problem here do they need training whatever. I try and be as supportive as I can in every way.

Emotional support. Negative relationship with line manager. Giving a lot of support to others. Give out but don't get. Does not cope: main breadwinner, no support at home husband expects support from her.

F6 High stress female	F6 COMMENTS
Experience	Supports there if you want it. I never told anyone I was stressed. I think we all pretend that we're not because we know we just have to get on with it.
Availability ask offered	I don't ask for practical help but often people say to me - 'Is there anything to do practically to help?' - No. Really, I need to do it myself!
Informational support	
Practical	Would like help to manage her workload and time better.
Emotional	Relied on emotional support so if I was concerned about something or worried or stressed about something I would talk to one or two colleagues at work. Just being there to talk to rather than anything else, but they were personal problems rather than work problems.
Appraisal	Would like appraisal and mentoring
Line manager	Line manager didn't notice how unhappy I was. She <u>should</u> have noticed unless I'm just a better actress than I think I am - acting like everything's fine. My current boss actually does say to me 'Are you OK? Do you need anything? Do you need any help? And it hasn't felt like a genuine offer.
Support network	Househusband gives practical support. Support from one or two colleagues - peer group. Likely to go to her GP rather than seek internal support.
What stops you asking?	Everybody's worried about being labelled with question marks around your mental health, your ability to cope with pressure and heavy workloads. A lot of job specifications list being able to cope under pressure among the things required. So therefore, if you are showing some vulnerabilities around these things, is that going to damage your future? So you get written off as somebody who can't cope under pressure. Went to my GP and told him how awful I was feeling, but I didn't talk to anybody at work in case it got back. Lack of confidentiality.
Culture	Most choose to work in the NHS because they feel fundamentally committed to providing a service, to making it work and that puts you under pressure.
Supporting others	I spend a lot of time telling people we don't want more of the same, we want people to work differently. So what do I do? I take work home!

Pretends to be OK. Generalises that **everyone** must be pretending. Wishes she had given herself permission to feel bad and express difficulty during the transition period of her new job. External support, for practical issues. GP. Raised awareness of her need for practical support during the interview.

M6 Highest Stress manager Male	M6 COMMENTS
Experience	I didn't feel that my issues were being given credible responses (by my line manager). If you do not feel adequate support exists, it affects every decision you make.
Availability Offered/ask	I do now but didn't before in the sense that when things get too much there is a recourse, there is somewhere to go.
Importance Rating 0-10 high	I'd say 10.
Informational support	The informational bit is a close second (importance) - establishing who, what, why, when and where and the directives. So you can deliver the practical stuff. Important for information to be passed on at team briefings.
Practical support	Practical support is the most important.
Emotional support	To point out effectively what you can't see yourself (i.e. if you are working too many hours and become a workaholic!)
Appraisal	I would look at the problem, identify a solution, identify the resources to do it but would just alert my line manager to the fact that the problem exists and give him the opportunity to say 'No I don't want you to do that.' Or 'Yes. Well done, cheers. On your way.'
Line manager	The most important source of support. Under one manager I felt that support was there and he demonstrated that openly. But under other managers I've not experienced that. If you can't go to your immediate line manager for support then there's something very wrong. Felt he was given accountability without influence by his line manager.
What stops you asking?	It's a British thing part of our culture. Green grass syndrome - could this get out of hand i.e. Will I be seen by my co-workers as unreliable and ineffective?
When do you need support?	If a crisis should flare up
Support network	Home: a tolerant and understanding partner. Has spoken to Chaplaincy & Occupational Health at work. Would consider going to personnel if had a grievance.
Culture	Tacky flock wallpaper – there to impress with little substance to back it up

Most important - practical support, with informational support a close second

M5 High Stress manager Male	M5 COMMENTS
Experience	It a case of making sure that people are informed of what the problems are, what the risks are, so you can actually seek the support that you need to achieve things. Support isn't really offered because nearly everybody is under a significant degree of pressure and they have enough things on their plate without looking for extra work
Availability Offered ask	By and large when you really need support that is the time when it evaporates - when there's a real problem, when the chips are really down, that's when people sort of almost start backing off. Support isn't offered, not really.
Importance Rating 0-10 low-high	I think support is important for everybody - its dangerous for people not to feel supported because then information doesn't percolate the organisation as it should. And I think that the top levels of management then become insulated from what are the real problems that are actually going on.
Informational support	You've got to be fed that right information at the right time. Whatever the problem. Would ask for support - if there's somebody else who's actually done something before, I can find out who it is and say this is the problem, how do you approach this and what were the lessons you learned? - try to avoid reinventing the wheel by going over old ground.
Practical support	It's the lack of practical support that really is the problem. One of my strengths is my ability to analyse a problem 'and risk analysis have a problem here. I have a number of solutions to this problem but in order to achieve this I need this or that. I might get help three months down the line! Three months time is going to make it very difficult.
Emotional support	It's commiseration from colleagues 'We've all got the same problems.'
Appraisal	Useful for personal development, otherwise its a tick in a box - a pointless exercise.
Line manager	New line manager: the person I'm ultimately reporting to is probably the one person in the organisation that I trust.
What stops him asking?	Confidentiality issues. There are very few people in this organisation that I would trust, very few. Big paranoia creeps in. Expectations. I think as an NHS manager you are expected to cope. I think it's a problem that not coping is seen as a sign of weakness. What actually can they do to help me?
When does he need support	When the chips are down.
Support network	Home: wife. Work: I suppose everybody to a certain extent sees occupational health as support - you'd be surprised that you'd been driven that far. - I'd quite extreme.
Supporting others	If you are managing staff, you should always set aside time to actually walk around areas where they are & actually given them support & encouragement.
Culture	Leaky sieve- confidentiality. I think there's very little support. I just think the organisation is so busy doing what its doing.

My problems are the lack of practical help. At the end of the day you can only solve these problems by getting on top of these problems yourself - not a great user of support. I cope under extreme pressure (it's all relative to his previous experience) - self efficacy yet high stress rating. Lack of trust.

M4 High Stress manager Male	M4 COMMENTS
Experience	I like to be left to be as self sufficient as possible but when I say this is beyond my responsibility, this is where I need you to get involved, I need your advice, then there is somebody there for me.
Availability Offered ask	I have absolutely no idea what support is generally available in the Trust. I wish they used the social club or went to the pub more. For occupational health the problem would have to be extreme
Importance Rating 0-10 low-high	Vital. I would not be here if I had not had support
Informational support	(Most helpful) advice, suggestions etc. When I have a problem and am not sure how to deal with it. Political advice
Practical support	Practical support, not at all - I can generally engineer that myself if I need it.
Emotional support	There have been at least three occasions when I've nearly walked from this job - when the pressures have been acute. I've been frustrated with one aspect of my work and my manger's counselled me through it.
Appraisal	
Line manager	Currently supportive, counselling me through it. He let me see there was light at the end of the tunnel. I didn't get that from my old boss.
What stops him asking?	Colleagues; everyone was in their little boxes and they didn't talk to each other generally we have different spheres of influence and because of some of the personalities involved. Admitting failure. Degree of competition. Think one last push & well get through it. Promise of 'jam tomorrow.'
When do you need support	When the pressures have been constantly acute.
Support network	Someone I respect, like as an individual, who understands my particular modus operandi and recognises that we are not all clones of each other and therefore have different ways of working and it's actually a good thing. Somebody who can demonstrate that they do change things to help. Stable homelife.- Wife.
Supporting others	I set clear parameters but hopefully pretty broad parameters so people know they've got quite a bit of flexibility in which to work, but within parameters. I feel also a degree of informality is important so that hopefully my team can talk about most things and that I'm not going to bit their heads off.
Culture	Generally the culture is one of a degree of us and them but generally supportive in adversity. The higher up you go the more isolated you become.

Most helpful - informational support, advice when he has a problem he's not sure how to deal with (political advice). Aware in the interview that each time he had almost walked away from his job and his manager had talked him through it that it was concentrated on emotional support.

M3 Low Stress manager male	M3 COMMENTS
Experience	None really. I'm self-contained. I don't necessarily need much support. I'm a bit of a loner & I'm self-motivated if I've got an interesting job to do and if people are listening to my ideas. My boss used to be relatively supportive if I had a problem.
Availability Offered ask	I didn't ask.
Importance Rating 0-10 low-high	Around 5
Informational support	Someone to bounce ideas off and advise - yes, I wish I'd had that.
Practical support	If something goes wrong I want to try and resolve it and just do it <u>myself</u> rather than saying I've made this dreadful mistake and I've got to go and talk to someone about it. I probably know what to do or think I know what to do and try and resolve the problems myself. I think that's the typical man.
Emotional support	Regrets having no guidance on personal and career development
Appraisal	The one time I did go through the process of appraisal it was very helpful setting goals & objectives. It didn't last because everyone's too busy to do it really.
Line manager	Has not had a line manager allocated because of restructuring. Knows logically who to report to.
What stops you asking?	Self-contained, self motivated. Previously expected to go and sort it out. Perceived as a sign of weakness (by others) if ask for help. Black mark against you. Fearful of previous autocratic line manager.
When does he need support	When he has particular needs and anxieties and feels undervalued.
Support network	I'm a bit of a loner - I haven't got a network of friends. I'm not necessarily a great team worker. OH and the chaplains the only adequate support. Personnel lacks confidence in their confidentiality and perceives that they do not care. External support: professional help. Personnel used to look after the staff when they had problems. Now it just seems to be a disciplinary machine, as far as I can see. Would consider Occupational Health.
Supporting others	I don't necessarily work closely with anyone. One person - I support her if required. Regular meetings, listening.
Culture	We've had very strong personalities who one wouldn't really want to bring one's troubles or problems to because they'd say Stop being a wimp and go and sort it out!

Recognises being helped to problem-solve - informational support. Has not really valued support because sees himself as a loner. Regrets not using it for personal development. Has had emotional support externally. Appraisal -career and guidance on personal development.

M2 Low Stress manager male	M2 COMMENTS
Experience	Less support given in this post (compared with previous job) because as a senior manager you're expected to do it, you must be personally good because we've employed you to do it in the first place. They seem to forget or don't realise sometimes that everyone can only take so much and everyone still needs support. Previous company - female line managers were more supportive, more of an interest in protecting staff, making sure they were OK, workload's not too intense. If it is, they took some work off the person. And that's always been my experience.
Availability Offered/ask	These days, with my new boss I feel I have more of an opportunity to ask for support if I needed it without it being frowned upon. He will offer - if nothing is coming through by the deadline he will come and say What's up? Is everything all right? Open-door policy. Has time for you.
Importance Rating 0-10	Support itself is quite important I'd be giving about 6 or 7
Informational	I don't need much informational support because I get that myself. That effectively is my job. Regular meetings with line manager - information passed on.
Practical support	Realistic, practical, spreads the workload. Practical support especially the environmental modification that is probably one of the classic for me office layout and interruptions are a problem.
Emotional S	Understanding that there are only so many hours in a day and that one also has an outside life.
Appraisal	
Line manager	Management by fear. Old-style autocratic manager. What he expected, I conformed to. Passed on his stress, short tempered, cut you off a treat. Expected you to have a full-time commitment totally to the Trust and not have a life outside. New boss - more realistic awareness of the pressures and expectations. More relaxed; regular productive meetings and one feels the support level is better. The pressure isn't less but there's far more of a realism in him and I think that's what makes the difference.
What stops him asking?	Previously feared being judged as incapable of coping. These days I would feel I have more of an opportunity to ask for support without it being frowned upon.
When does he need support?	When the intensity of the pressure is great due to quantity of work & deadlines.
Support network	We try and work as a team and that I think is a key thing. Partner. New line manager. Awareness of support available through Trust induction. Chaplaincy did make themselves available to the department. I brought my awareness of staff service with me from my previous employment and would use Occupational Health if necessary.
Supporting others	Multiskilling - we make sure we have enough knowledge of each other's work so you can at least offer support as and when. They recognise that I protect them normally from a lot of hassle. With more difficult issues - the first thing you do is find the person who's professionally able to cope when someone's distressed.
Culture	A culture shock!

Most helpful practical support, especially to do with his environmental problems - office, isolation. And although he does not say seems to be having an understanding manager who looks at problems with more realism and understand the demands of homelife.

M1	M1 COMMENTS
Lowest Stress manager male	
Experience	I'd say that I was well supported but I can't say that I am representative of everybody in this organisation. The only support I need is from my line manger and I get all the support I need. Experience of mentoring & mentorship.
Availability Offered ask	Regular meetings with line manager. Accessible via e-mail, open-door policy.
Importance Rating 0-10 low-high	It important to be supported. Certainly when I need support , I'd say it's very high on my scale
Informational support	Information, advice, suggestions and directives. We (line manager & Ab) often kick issues around both ways. I don't want technical information - more wider organisational information. We communicate when we need and have regular updates. Value line manager's experience of wider organisational issues. We're in constant communication via e-mail over issues
Practical support	Support in operational terms - I wouldn't particularly say its that important for me personally.
Emotional support	Higher 'cogs' take the responsibility and consequences for their decisions made. On that basis I don't have to worry.
Appraisal	Regular appraisals regarding personal development.
Line manager	The support for me comes directly from my line manager. Value his experience & wider overview of networks and systems. Doesn't prevaricate Does make a big difference to how you cope with the pressures if you have a good boss. I'm not one of those people that believes that if a load of mess falls on me I should pass that down to my team. I don't think that and neither does my boss.
What stops you asking?	
When do you need support	If I feel there's something I'm concerned about I expect to have the support and I do have it.
Support network	Line manager. Chaplaincy did make themselves very, very up front when we needed them. But I don't know how comfortable people would be with chaplains partly because of what they are.
Support others	I firmly believe that people are your biggest resource. Supports team practically in terms of their day to day activities. Open door. They pour their hearts out.
Culture	I wouldn't say this Trust has a particularly well-defined framework for managerial support.

The main one for me - just having someone to kick the issues around with. Relies on line manager support, good communication and accessibility. Team ethic.

Fig. 9.2 QUOTATIONS: SUPPORT - What stops the managers asking for support?

Category: Labelled With 'Mental Health Problem'/ Future Job Prospects/Get Written Off
High stress female

What I didn't do, I didn't go to my boss and say 'I'm feeling really stressed, I'm not enjoying my job this really isn't suiting me and I want a change', which I could have done, I think, and possibly should have done. I think that the support is there if you want to get it. I think everyone's worried about being labelled and question marks around your mental health, your ability to cope with pressure, because this is the sort of thing that you look at, a lot of job person specifications - being able to work under pressure, cope with heavy workloads and all of that - are things that we are required to note. So therefore, if you are showing some vulnerability, is that then going to damage you in the future, so you get written off as somebody who can't cope under pressure? You know, I think people would be more likely to go and get support from their GP, for example, than internally. I went to my GP and I talked to him about how awful I was feeling, but I didn't talk to anybody at work in case it got back.

Category: Perception Of Weakness/Chink In Your Armour - Knife In
Low stress female

There is a perception of weakness here - in management very much so - because to me a while ago my line manager said 'You've got a very good reputation in here for delivering what you are supposed to deliver. I particularly like you because you are not girly and stupid and weepy'. Now fine, she can say that to me because I'm not and that's not in my nature. But if someone were slightly like that that is the last thing you would want a line manager to say 'You don't cry, so therefore you are all right.' That's almost like saying that it's not OK to cry, isn't it? If you show the slightest chink in your armour in here, somebody will get the knife in. Because I've seen it happen.

Category: Fear Of Failure/Beliefs/Expectations
High stress female

If you ask for support or you say you need support, it's almost like you've failed slightly, and they'll want to know 'Why?' I think you feel as a manager you shouldn't fail, you shouldn't need help, you are the manager, you know everything or you should know everything - and you don't!

Category: Mustn't Be Seen As Someone Who Can't Cope
Low stress female

You're supposed to be the person that is mature; you're supposed to be person that carries everybody else. And I've always felt myself quite a capable person to do that. So I see that being able to display how you are feeling yourself emotionally, perhaps some of the stress that you feel in your life in the management environment, that's not the place to express it, quite frankly. I think you have to take it somewhere else, because you can't be seen as somebody who can't cope, really. I think it's because they don't want to be seen as not being able to cope with what they want to do, and also it's about - it's admitting you need help, so if you're admitting you need help, you wouldn't want the whole world and his wife to know about it, so it is about trust as well.

Category: Failure
High stress female

I don't think anybody at work would have known how unhappy I was, I really don't. Because apart from anything else, I felt I'd failed or something, a feeling that I have failed in some way. So I didn't talk to anybody at work about it.

Category: Competition Between Managers/Sign Of Weakness/Trust/Individual Problem

High stress male

As an NHS manager you are expected to cope. Not coping is seen as a sign of weakness, as it were. If you are not coping it's 'What's the problem?' What's the problem with you? I think it's a cultural thing. I think it is to do with the competitive nature of managers within the organisation. There are very few people within the organisation that I would trust, very few. I would say, probably within the organisation, there is only one person that I would implicitly and unreservedly trust.

Category: One Last Push/Admitting Failure/Balkanisation

High stress manager

I guess a combination of things. Admitting failure but also this constant 'one last push' - I may keel over or become quite acutely stressed next week, but I don't think I will because I think 'Ah yes, come these next recruitments that we're going to have, come three months time, then I know I'm going to feel a lot better, let's just get through that'. And I think that, I suspect that might be the case for a lot of people. Also, again, allied to the sense of failure is the degree of competition in that the culture has - well I refer to it as 'Balkan-ised' the Organisation's gone like Yugoslavia - it was much worse before with 15 different sub-organisations, so each one had very little management support, so therefore it had to be self sufficient, but they wouldn't talk to these people over here, you know! Interviewer: Group competition? M: Yes, absolutely.

Category: British Culture/ Green Grass Syndrome

High stress male

I think it's a British thing. It's a part of our culture more than anything else, it's the sort of 'the grass syndrome' - could this get out of hand? In other words, will I be seen by my co-workers as unreliable in the context of group reliability? I've asked this of people who've worked for me 'Why didn't you come to me sooner with this?' 'Well I didn't want to be seen to be ineffective in this situation' I said 'Well, it's now mushroomed, it's escalated to another level and it's worse'. I think in British society there's an anti-whistle blower mentality. And I think that's prevalent in all of us. However, having experienced what I have in recent months, it wouldn't stop me in the future.

Category: Gossip

Low stress male

I think there are lots of networks - the smoking room particularly - where confidences, or people gossip and talk and Personnel are often the worst.

Category: Self-Contained

Low stress male

Well I suppose it's part of me really, I haven't got a network of friends either. Outside work. I know loads of people, I know hundreds of people in the hospital (mumbling) I guess, but I don't socialise with them except on the occasional leaving do, I don't telephone people up, I don't have a chat with people if I've got a problem. And I don't know why that is, I think that's just me.

Category: Jobs At Risk

Low stress male

I don't know if it's perceived as a sign of weakness, that they are not coping, and therefore their careers or their jobs are at risk if they admit to any weakness to their seniors, and it will be a black mark against you.

Category: Supporting Others/Self Awareness

Low stress female

You're doing that looking after everybody else bit and it's about perhaps not focusing on yourself and actually that's self-awareness, but you think to yourself 'I actually could do with a bit of help myself'. I think I have recently thought about it, I have recently thought about the fact that perhaps I need to ring somebody up and say 'Look, I just need to be able to get this off my chest!' and do it. So I have thought about it, but I can't say I've actually done it. I think it's about acknowledging it, isn't it, admitting that you need it too. And is that a sign that actually I can't cope, and I don't believe it is because I consider myself a competent person, so it's not about being about to cope really.

Category: Expectations Of Others To Offer Help

High stress male

Arguably, the Line Managers that I've had in the last 12 months who have not once noticed how unhappy I've been, to me that's possibly inadequate because they probably should have noticed. Unless I'm just a better actress than I think I am, I might just be really good at acting like everything's fine!

Category: Help Not Forthcoming/Not Listened To

High stress female

Interviewer: Would you ask support from your Line Manager?

No. Probably because by that stage it was already obvious that the help wouldn't be available if I requested it! I have approached my Line Manager on numerous occasions over the past eighteen month's support and, as I have mentioned before, I've not been listened to, not been heard etc

Interviewer: Main feeling?

Mainly apprehension and fear of failure.

Category: Weakness

Low stress male

*I wouldn't necessarily look for emotional support very often within the work environment - only because I'm still not sure that you wouldn't be **seen as weak rather than actually everybody needs a bit of emotional** support sometimes. Yes. I think there are one or two people around that I would go to for emotional support, but I wouldn't expect to go wider than that. And perhaps that's something - that you need to develop your own emotional support networks.*

Fig. 9.3 IDEAL LINE MANAGER

CATEGORIES	Female Managers (N=6)						Male Managers (N=6)					
	Low Stress			High Stress			High Stress			Low Stress		
PERSONAL QUALITIES/STYLE	F1	F2	F3	F4	F5	F6	M6	M5	M4	M3	M2	M1
Enthusiastic, motivated, motivational	x											
Approachable												x
Someone you can respect		x	x	x			x		x			x
A people-person, good communicator, good interpersonal skills	x		x									x
Direct, up-front												x
A reasonable person, fairly relaxed										x	x	
Open, honest, trustworthy, maintains confidentiality	x	x	x	x	x	x	x	x			x	x
Trusts you								x				
Experienced: organisation, NHS			x						x	x	x	x
Strong team leader			x									
Sensitive, perceptive			x									
Gives you full attention, uninterrupted time		x	x	x				x				
Open-door policy, available, accessible				x				x			x	
Recognises & accepts their responsibilities							x					
Does not prevaricate, makes decisions							x					x
Assertive, has a voice & courage to stand up & be heard	x			x	x		x		x			
PRACTICAL SUPPORT												
A doer, gets the job done, practical help, gives support in operational terms	x											
Obtains practical resources			x									
Follows things through	x											
Recognises & accepts different ways of working									x			
INFORMATIONAL SUPPORT												
Good communication, information passed on		x		x	x		x					x
Advises on <u>how to</u> do things		x		x	x						x	x
Guidance												
Bounce ideas off, kick issues around to aid decision making			x									x
Makes decisions, gives directives, does not prevaricate							x					x
Supports your decision-making							x					
EMOTIONAL SUPPORT												
Understanding of your job including the specific problems, environment, political/ personal pressures.			x	x		x			x		x	
Knowledgeable of your job, role and what you do on a daily basis				x			x	x	x			
Listens & understands	x			x		x					x	x
Empathises												
Interested in & promotes your personal development	x	x	x	x			x		x	x		
Understanding & flexible about home/work demands						x					x	
Discuss your emotional side	x											
Motivating, encouraging				x	x							
Gives reassurance & inspires confidence			x									
Recognises, acknowledges & appreciates your work.			x						x			
Puts his/her problems aside & thinks about yours in your interactions.			x									

APPRAISAL												
Realistic about the demands, your capabilities and resources, what you can and cannot achieve	x											x
Gives feedback, honest constructive criticism							x			x		
Active performance management	x											
Non-judgmental								x				x

Fig. 9.4 POOR OR INADEQUATE SUPERVISION

POOR SUPERVISION	Female Managers (N=6)						Male Managers (N=6)					
	Low Stress			High Stress			High Stress			Low Stress		
CATEGORIES	F1	F2	F3	F4	F5	F6	M6	M5	M4	M3	M2	M1
Lack of understanding of my role, job details				x					x			
Unapproachable, authoritarian, fearsome character					x					x		
Does not give the full picture, keeps information to themselves					x		x					
Puts their name on my work					x							
No appraisals - no goals, objectives set, not clear what they expect me to deliver	x	x	x	x	x	x	x	x	x	x	x	
Not interested in my personal or professional development		x		x			x					
Remote, leaves me to survive on my own		x		x		x	x					
Does not appear be genuine in asking how I am						x						
Didn't notice how unhappy I've been						x						
Have to make an appointment to see my line manager, not available				x								
No briefings							x					
Doesn't make decisions							x					
Doesn't listen	x			x								
Loads me with their problems			x									
Doesn't offer me any help												
Here's a task - just get on with it! No help, no follow up, no training.					x			x				
No time for me, no quality time				x								
Doesn't take responsibility - the muck doesn't stop at me approach!							x					
Gives me/my work no recognition					x		x					
Does not give me full attention, allows constant interruptions.				x								
Does not give me any positive feedback				x								
Doesn't value my position or me as a person.				x			x					
Sits on the fence & tries to please everybody							x					
Poor delegation.												
Poor communication skills				x			x					

Fig. 9.5 MENTORING

EXPERIENCE OF MENTORING	Female Managers (N=6)						Male Managers (N=6)					
	Low Stress			High Stress			High Stress			Low Stress		
	F1	F2	F3	F4	F5	F6	M6	M5	M4	M3	M2	M1
A good deal of experience				X			X					X
Limited experience						X				X		
Has been a mentor (trained/untrained)			U									T
Is having mentoring currently (formal/informal)					I				F			

Fig. 9.6 MENTORING ISSUES

Frequency of mentoring Sessions	How mentoring differs from line manager relationship
Set, regular appointment times Has to be sacrosanct, time-out committed to the individual being mentored	Someone you can be open and frank with Can discuss your own shortcomings with mentor Not feel vulnerable with
Definition of mentoring	Not be focused on your unachieved objectives on your appraisal Not affect your promotion in any way Would not expect you to know how to do everything as a manager
An independent, impartial adviser and guide. There on a personal basis to cover the big picture	Would consider your personal as well as professional development Advise rather than push you Completely separate from performance analysis Ensure confidentiality which you don't always get with your line manager! Criticism is more likely to appear as constructive
What do you want from a mentor?	Choosing a mentor
Practical advice A confidante Seniority Experienced within the organisation/management Someone outside your own section Career guidance/personal development Can effectively point out what you can't see yourself Knowledge of the inner workings of the Trust Help with ethical dilemmas. Assistance to reach your end goal Help with creative thinking, bounce ideas off Someone to talk things through with Help with reflective practice Understanding of your difficulties, role, NHS politics/systems Help you cope or deal with problems in a more constructive fashion Encouragement Direction Teach you to do something properly Help develop/teach the managerial decision-making process Enlightening Support emotional/practical/informational Reduce your isolation Takes place away from the immediate environment	Must be able to choose your own mentor Have a mentor available from a selection when you first start your job Internal/external Well trained
	How would mentoring benefit you/the organisation?
	By developing a supportive culture Improving trust Offer positive managerial role models
	Mentoring skills
	Confidentiality!!! Trust Non-judgmental, objectivity Has time for you A people-person Availability Good communication skills Not a black and white thinker Unconditional acceptance. Have some common sense.

Fig. 10 COPING STRATEGIES

COPING CATEGORIES	Female Managers (N=6)						Male Managers (N=6)					
	Low Stress			High Stress			High Stress			Low Stress		
	F1	F2	F3	F4	F5	F6	M6	M5	M4	M3	M2	M1
ACTION/BEHAVIOUR FOCUSED												
compartmentalising: escape to the country, resist taking work home, keep reasonable time boundaries, take leave		X	X					X	X			X
exercise: walking, sailing, golf, gym, horse riding, swimming, walk the dog		XX		X	X	X		X				X
relaxation: read, relaxation tapes		X			X			X				
reliance on drugs/medication: increased smoking, alcohol, caffeine intake, pain killers, doughnuts				XX			XX		X	X	X	
take work home, work weekends	X			X	X	X	X			X		
maintain professional behaviours							X					
assertive behaviours		X	X									
flexible behaviours												X
take action							X	X				
avoid gossip					X							
maintain physical health, energy levels		X	X									X
detachment, withdrawal, avoidance, become silent, cut myself off							X		XX	X	X	
work from home			X									
clearing out session			X									
take time out, rest & recover at weekends, take time back	X	X		X	X						X	X
avoidance of the problem, hope it goes away						XX						
distractions				X					X			
manage from day-to-day				X	X	X	X					
PROBLEM FOCUSED STRATEGIES												
organisation skills, structure work, manage workload	X	X	X				X	X		XX		X
risk analysis											X	
plan ahead, time management	XX	XX	X		X			XX		X		X
prioritise												
learn quickly, learn on your feet		X										
ultimately make the decisions												X
share the responsibility												X
logical thinking, focused				X	X		X			X		X
switch off mentally, don't take problems home with you		X									X	X
question self: should you really take this on?		X										
delegate						X					X	X
EMOTION FOCUSED												
cry				X	X							
confront, express anger		X							X			
avoidance, pretend to others that you a fine						X		X				
self-contained, maintain self control		X								X		
job satisfaction, enthusiasm, passion	X										X	X
SUPPORT												
multi-skilled team, team work											X	X
professional support: seek reassurance, share personal frustrations, grievances, aspirations		X	X								X	X
set parameters, limits for people	X	X	X									X
personal support; colleagues friends for emotional issues, networking	X	X	X		X		X	X	X		X	X

PERSONAL PHILOSOPHY/ VALUES/ASSUMPTIONS												
Just do it! But know you can walk away from it if you have to		x									x	
I mustn't let people down				x								
Your health comes before work			x									
Commitment, duty, obligation						x						
Vocational aspect of working for NHS								x				
Keep my chin up & just plod on					x							
You go until you drop - s..t or bust!						x						
I work on the principle of fairness							x					
You can't take on all the woes of the world!												x
As a manager you should know everything. You shouldn't need help.				x								
There are only so many hours in a day.												x
I must be on time!								x				
The principle I operate on is openness, honesty & not making promises you can't keep!	x											
SELF-FOCUS												
self promotion, career enhancement											x	x
self awareness, awareness of limitations	xx	x	x									
positive self-talk			x	x		x						
self efficacy, I'm a survivor	x	x	x				x	x			x	x
COMMUNICATION												
seek advice, information	x	x	x									x
diplomacy, negotiation skills,												
good listener												

Low Stress Women	Action/Practical Coping Behaviours	Problem Focused Coping	Emotion Focused Coping	Support	Personal Philosophy Beliefs/ Assumptions	Self Efficacy/View of Self/Self Awareness	Communication
F1	Proactive, makes practical changes to cope on a daily basis. I've tried to do a bit of working-out but don't have time.	I try to be organised & plan what I'm going to do. My time management skills are quite good. Do my utmost to solve problems. May dismiss it & hope it will all go away; if I don't have to deal with it I don't have to think about it.	One of my strengths is my <u>motivation</u> , <u>passion & enthusiasm</u> for my job. A couple of times I've found it difficult to function without being emotional at work but don't like to show emotions at work.	My husband, a few key friends at work, supportive subordinate. I would obviously look to my line manager but she hasn't always got <u>time</u> to help.	The principle I operate on is openness & honesty & not making promises you can't keep. As a manager you're <u>supposed</u> to be the person who is mature & carries everybody else.	Self-efficacy: I've always thought myself quite a capable, competent person. I'm very self aware. I do know what's going on & the effects work has on my homelife. People- person 'would fight tooth & nail for my staff.'	Communication is one of my strengths (most helpful) - sit down, discuss, negotiate - make people aware of the pressures and persuade them to wait longer for what they want.
F2	Maintain physical health, gym, swimming, exercise classes, I don't avoid things. If I don't want to do it, I still do it. Assertive behaviours - I come out all guns blazing. Teaches herself strategies. I have a nice life outside of work.	Planning & organising diary. I'm very good at managing my time.	I don't think I need much emotional support. I'm not a weepy person at all.	Self-contained Would like help from below - a support manager. Uses networks for information - I've got this problem. can you help me ? If you can't, can you tell me who can?	Just do it! The ultimate aim is to deliver - that is the survival technique here. I know I can walk away from this if I have to. Protects boundaries - I'm not prepared to push myself over the limits at all.	I'm very aware of me as person & what is expected of me. If my back's against the wall, I come out all guns blazing - survival instinct - I had to cope (personal & family life events).	I'm a very good communicator at all levels. I don't have a problem in putting my point across. I have parameters & people are not allowed to step beyond that because that's invading what I think is inappropriate.
F3	Maintains physical health, sets limits of hours worked, says 'no!', takes regular leave, works from home. I'm a good writer - that's a big stress-buster. If I start to get panicky about deadlines & targets actually being focused, spending some time out that reduces my stress load personally. Clearing out sessions - do I need this?	Problem solving. Organising, planning, making lists, focusing, prioritising - If I'm not really clear about what I've got to do I would sink.	Seeks reassurance from line manager, emotional support from family.	My job has a really supportive environment. Strong team leader sounding board. If things cause me particular concern I try & do something by talking to somebody else about it. Happy home life.	Mental health is more important than work. Important to balance home/work/family life. You're not valued if you stay late & do any more anyway.	People-person. I'm fairly evenly balanced & even tempered Self-knowledge -clear about what can do & what is way over the top Questions self - Do I really need to do this, or am I just being nice?	Bounces ideas off line manager. Good at sensing people's moods, changes, concerns or upset. Good listener. Able to say what she wants to whom she wants.

Fig. 10.1 MANAGERS' COPING STRATEGIES BY CASE (N=12)

High Stress Women	Action/Practical Coping Behaviour	Problem Focused Coping	Emotion Focused Coping	Support	Personal Philosophy Beliefs/ Assumptions	Self Efficacy/View of Self/Self Awareness	Communication
F4	Walk the dogs, read a book, take myself away from the situation & stand back.	Reflect on issues. Refocus -to see through the blizzard of problems swirling round her head.	Go home & cry, try & calm down, relaxation tapes - more distraction therapy than anything.	I was left to survive on my own - line manager doesn't understand her role or listen. Main breadwinner at home.	Home commitments take second place to work.	Positive self-talk.	Good listener.
F5	Changes style as adapts to frequent changes of line manager. Takes time out. Time management is the essence - mine goes out the window. Gym, swimming.	Logical thinking.	Under acute stress panics & experiences 'headless chicken syndrome' May cry & get angry.	Authoritarian line manager. Speak to someone I can trust. Spider's web of people as a support network. Little support at home.	I mustn't let them (her staff) down. As a manager you <u>should</u> know everything. You <u>shouldn't</u> need help.	I wear my heart on my sleeve. My self confidence in my own ability is sometimes lacking & I think I can't cope with this. Sometimes I think people are going to find out but then I think they've given it to me to do so they must have some faith in my ability. I push myself too hard.	Avoids gossip Talks to a core group of friends. I'm a good listener.
F6	Avoidance: act like everything's just fine. Manage from day-to-day. Horse-riding.	Poor time management.	Miserable, so unhappy at work.	Unable to ask for help: would not be able to pretend anymore. Line manager <u>should</u> have noticed how unhappy she was.	Keep my chin up & just plod on. I think we all pretend we're not stressed. We know we just have to get on with it. Fundamentally committed to the Trust - making the whole thing work.	Some people are better at having boundaries, whereas I'm not. It's my own fault partly.	I spend a lot of time telling people we don't want more of the same, we want people to work differently - And what do <u>I</u> do, more of the same!

High Stress Men	Action/Practical Coping Behaviour	Problem Focused Coping	Emotion Focused Coping	Support	Personal Philosophy Beliefs/ Assumptions/Values	Self Efficacy/View of Self/Self Awareness	Communication
M6	Action. allocate resources, deliver, rest & recuperation (R & R) strategies based on early career, withdraw & consolidate, smoke, doughnuts, silence, pacing.	Quantify the problem, identify what is important, devise an action plan, prioritise, make a decision, act on it.	Emotions of frustration at not being able to deliver a service. Trained to handle belligerent people but that emotional bit drains you & need the R & R out. Near to tears final straw.	Conflict with line manager Support from partner at home.	Whatever the pressures, you go until you drop - 'shit or bust' Aim for win-win scenario. Commitment belief in what you're doing is going to make a difference. Professionalism.	Lack of awareness of negative stress physical symptoms - shock at body's reaction to stress. I've now got to repair myself.	
M5	Strategies based on previous career, not enough hours in the day, tries not to take work home, walks, boating, Nice to be out in an environment well away from the hospital - get away from work.	Problem focused - needs clear thinking time, identifies problems, ticks them off, prioritise, time management.	Feeling under pressure. (self-imposed time pressures).	Recent new line manager he can trust. Nowhere else to go for support - occupational health if I'm desperate. Partner.	I work on the principle of fairness. The most important thing is knowing that I'm doing a good job that's meaningful & I suppose at the end of the day you can see a direct benefit to patient care <u>Must</u> be on time - something I can't shake off.	Self-efficacy: I'm a hanger-on. I'm a sticker - I know how to cope under extreme pressure.	
M4	Maximising his youth and vigour, obstinacy - won't let things drop, smoke more, play computer, withdraws at home & work.	I'm very much at the analytical end of the spectrum as opposed to the emotional, don't manage time well.	Detachment, I'm there in body but not in any other form Not comfortable with emotions - muddy the waters.	Has motivational/ reassurance support from boss just get through this there's light at the end of the tunnel - jam tomorrow.	Underlying my acceptance of workload and long hours is the vocational aspect of working for the NHS. Values sense of integrity & honest - upset if challenged or not trusted.	Self-sufficient. I'm probably terribly arrogant but don't think anyone could solve it other than me Burning the candle at both ends & in the middle - aware this cannot go on. I'm good at self-promotion.	I give as good as I get.

High Stress Men	Action/Practical Coping Behaviour	Problem Focused Coping	Emotion Focused Coping	Support	Personal Philosophy Beliefs/ Assumptions/Values	Self Efficacy/View of Self/Self Awareness	Communication
M3	I always take a pragmatic approach, take work home, drink too much	Plan, prioritise, organise, list, structure, dump it out of your mind onto the computer makes you feel better.	External professional support (life event).	Self contained if something goes wrong I don't want to go to someone to talk about it , I want to try and resolve it myself. I haven't got a network of friends.	Commitment: I've concentrated on the organisation & its needs & not my own career. carry on as best I can. You probably can't change someone of my age. I've been workaholic in the past & it hasn't done me any good. I'm arrogant - don't think anyone could solve things other than me.	I'm a bit of a loner. I'm self-motivated, a trouble-shooter.	I'm a good listener.
M2	Relies on good energy levels, don't moan or groan. recovery time- regenerate with sleep, dog walking, smoke, caffeine. Exercise - haven't got time for that now.	Share knowledge - multiskilling with team.	Cut myself off cocoon myself if I've got something planned detachment. Job satisfaction, motivation career enhancement	Networks in smokers' room. supportive manager - regular meetings.	If I do that I've got something new to add to my CV. Career driven.	Self-efficacy: I'm a survivor. Can always look for another job. I'm normally a very diplomatic kind of person. Not indispensable.	Teamwork share knowledge.
M1	Flexibility & adaptability - it's always massive change it never stops, crises, firefighting, more democratic style than autocratic, you've got to have some activities totally separate from work and for me it's golf. Separate work from homelife, maintains physical health - swim.	Good at practical problem solving on daily basis, makes decisions where necessary, reprioritise, time management absolutely vital.	Not emotion focused. Spreads subordinate responsibility throughout team, lets his superiors take the responsibility for their decision-making and the stress is theirs - I don't have to worry about it.	Supportive line manager, has regular meetings & appraisals.	You can't take on all the woes of the world. We can only do so much in a day. It's all relative. I firmly believe that people are your biggest resource. You <u>have to</u> be able to switch off.	I would definitely say I'm the exception rather than the norm. I'm a people-person.	Communicate with team, get input but ultimately I make the decisions. They pour their hearts out. I'm not one of those people who believe that if a load of muck falls on me I should pass it all down.

Fig. 10.2 QUOTATIONS: COPING**Category: Male Coping Strategies/Detachment/ Smoking/Lack Of Exercise**

High stress male

I guess when I'm here and in fact when I'm at home, I go outside and have a cigarette and that has increased since I've been here. I'll tend to withdraw more into myself, such that rather than sitting in the living room chatting to my wife or watching TV, I'll go into my study and work/play on my computer. I certainly don't manage my time. Periodically I will say 'Right, must manage my time, I'll talk to my secretary and talk to my deputy and work out how to manage my time better', and it sticks for about three weeks and then slips. Certainly don't maintain my physical health, although in terms of strenuous physical activity I walk everywhere. I always take the stairs, that sort of thing. But in terms of going to the gym, all things like that, I don't do that. In terms of other strategies, I suspect some people would say I'm quite successful at self-promotion. I do use avoidance sometimes.

Category: Analytical/Emotions Muddy The Waters

High stress male:

I am very much at the analytical end of the spectrum as opposed to the emotional, my team will sometimes find it quite amusing, quite how every single problem is analysed into detail and we go through a logical, objective, option appraisal and define what we do. I get very uncomfortable when emotions get fed into it, and it's a standing joke in the Team that if I suggest something I say 'I know that's a bit touchy-feely for me, but -' interviewer: You apologise?

Yes! So that's very much at the top end of the list. I wouldn't say I'm not comfortable with emotions, it's more I just feel they are often unnecessary and complicate things and muddy the waters, and in terms of focusing on myself, then no, not at all.

Category: Philosophy/You Go Until You Drop/The Pit & The Pendulum

High stress male

*I think what really triggered it (going off sick) for me was the fact that, whatever the pressures - I mean, with my background I've tended to adopt the view that you go until you drop, but I've never, ever in the workplace encountered a situation where I've been near dropping, because all my techniques and strategies have solved the problems before it got to that stage. **But here, it's like the pit and the pendulum - the more you give, the deeper you go.***

Category: Time Management/Maintain Physical Health/Detachment

Low stress male

Maintain physical health - you must have some activities outside work. The people I've seen that have suffered from stress haven't had this diversion. They've left work, they've gone out with their friends from work, they don't appear to have a great deal other than work, and I think you've got to have something else, something totally separate. And for me, it's golf. No matter what bad day I'm having, on the golf course you're so concerned about hitting that ball, you forget it.

Category: Organisational Skills/Planning

Low stress male:

If you've got say 20-30 tasks buzzing round in your head, if you make a list of them and prioritise them and then structure them, then I find the stress goes away and you think 'Oh my God, I haven't got enough time to do this, I don't know where I'm going to start', but if you actually organise it and structure it and it's listed and you've dumped it out of your mind onto a bit of paper or onto a computer screen, then you feel much better.

Category: Switch Off

Low stress male:

I think I would definitely say I'm the exception, I don't think I'm the norm. If I had to sum it up in a single way, it would be, you have to be able to switch off. That's the way I cope with it, and even though I work long hours there's comes a point where I say 'Right, that's the end of work' and I flick the switch and I don't think about it until I flick the switch back on the next day, or whatever.

Category: Problem Focused/Self-Confident

High stress male:

I suppose I've become problem-focused. It's a case of 'Let's tick them off; let's deal with them, solve the problems, they're not done until they're done'. I think I actually cope quite well with a lot of pressures.

Category: No Time For Exercise/Burn Candle At Both Ends

Low stress male:

Exercise? Not any more, no, haven't got the time for that now. It's dog walking and whatnot that forms the most of it. Well, one wonders. I don't know, it's strange I suppose, like anything else, one does cope. I've always been lucky in the sense that I've had reasonably good energy levels or very good energy levels, that have continued going. I'll burn the candle at both ends, which ultimately comes to the point where you can't do it any more and you end up having to sleep for a substantial amount of hours.

Category: Motivation/Career Enhancement

Low stress male:

Whatever you're doing, there's the issue that I can take that and add it to the CV. And I think it's again, future career enhancement, which from my perspective has enabled me just to go on - you start dragging your heels and you think 'Well hang on, if I do that I've got something else to add to the CV!'

Category Low Self Confidence/Rational Thinking/Internal Dialogue

High stress female

My self confidence in my own ability is sometimes lacking and I think I Can't cope with this, I just can't do it! Sometimes I think people are going to find out, but then you think they've given it to me to do so they must have some faith in my ability?!

Category: Pretending/Plod On

High stress female

No, I put on weight while I was doing the job, I was just miserable, so miserable it's not true. And I would just sort of keep my chin up, and just sort of plod on, just keep going and just thinking 'You've got to try and pretend everything's okay', because it just felt as if I confess to other people how unhappy I was, that would be the end of it, I would not then be able to pretend any more. All the time I could keep up a pretence it was okay, I could manage from one day to the next. That's probably how I coped, by pretending and knowing I could get out at some point.

Category: In A Blizzard/Emotional Distress

High stress female

At work, if I'm under particular pressure, I will walk out and take myself away from a situation for a few minutes just to try and calm down, so that I can try - maybe reflect on whatever the issue is, or just to take time away from it, and just stand back, because sometimes I feel that I get - it's almost like I'm in a blizzard and all this snow, and all these problems are swirling around my head and I can't see through the blizzard and so I need to step away and think 'Right, let's refocus and then go back and try and address them'. It's usually when I go home and I usually cry, listen to relaxation tapes, walk my dogs, maybe read a book - it's more distraction therapy than anything.

Category: Self -Awareness/Survivor/ Sets Limits

Low stress female

Self awareness - yes I am very aware of me as a person and what is expected of me, and what my limitations are as well, because I think everyone has limitations, and I'm not prepared to push myself over the limit at all. I've had quite significant personal problems, that in my opinion were life changing and changed the way I viewed life. I had I suppose set parameters and people are not allowed to step beyond that because that's invading what I think is inappropriate. Yes, so I suppose the survival instinct was great, for a considerable number of years I had to survive because I had no support at all with bringing up the children. I had to deal with an awful lot, so in some ways I think that has changed my outlook on life and my coping skills because I had to cope, I couldn't walk away - because actually I can walk away from this.

Category: Supportive Environment / More Child Friendly/ Work Home Balance/ Support

Low stress female

I'm really lucky actually, because my job has a really supportive environment. so there's lots of pressure, but it's just a different way of handling it I think, and a very strong Team Leader who is very person-orientated. and that just filters there's a more child friendly attitude, a more work/home life balance attitude, and an expectation that you do not work over your hours, and that meetings don't get arranged routinely in the evening; and it's not being, it's the last person out of the building gets asked 'Are you not working effectively?', not 'Are you a good worker? Aren't you wonderful for staying late!?' So that's very much that sort of approach, so it's really helpful, really helpful and I try and bring it back here.

**Fig. 10.3 SUMMARY OF GENDER SIMILARITIES/DIFFERENCES FOR WORK
RELATED STRESS & COPING**

Core Categories	MALE MANAGERS (N=6)	FEMALE MANAGERS (N=6)
General Pressures	Both male and female managers describe similar workplace pressures: managing high volumes of work, competing priorities, time pressures, deadlines, targets, day-to day–operational pressures, interruptions, accommodation, equipment problems.	
	Males report more sources of general pressures (70) than females (64). Describe isolation as a pressure (perceived exclusion from female social groups).	Pressures of lack of peer support and fluctuating line manager support. Studying without protected time linked to ongoing career development pressures reported by female managers only.
NHS Pressures	Key NHS pressures for both genders are tension between delivering government targets & high quality care, together with changing government deadlines, lack of capacity, under-resourcing, skeleton staffing, clashes with medical staff. Both describe duty, commitment, sense of vocation as motivators.	
	Males report particular frustrations at the lack of decision-making and directed strategic planning.	Females frustrated and feel under-valued as 'second class' managers, 'whipping boys' by the media & public and the focus of NHS staff frustrations and anger. Females reported difficulties heavy 'burden' of rewarding and supporting their staff with limited resources and poorly motivated co-workers.
Restructuring	Management restructuring process evoked emotive language from the men - bitter, angry about unmet promises and expectations (perceived violation of psychological contract with organisation). Stressful applying for own posts. Do not admit to being competitive. Use jobs as stepping-stones up career ladder.	Report low level of support as a pressure during restructuring, strain of adapting to changing line managers. Women observed 'back-stabbing' competition for posts, and considered that the women were ambitious but less obvious about it than the men.
Competition For Advancement		
Perceptions of Management Style & Culture	Both mention commitment and loyalty of staff. Negatives: lack of trust, leaky sieve culture but evidence of a move to more open and honest culture.	
	Different emphasis in language used for culture. Males use words such as powerful, controlling, ruthless, secretive, spin-doctoring, fortress, rule by fear.	Female managers use language suggestive of 'softer' relationship issues: not a listening or supportive culture, 'back stabbing,' not supportive, resistant to change.
Interpersonal Conflict	Both male and female managers experience intimidation by other members of staff.	
	Conscious of controlling anger in the workplace, take issues home to partner. Under extreme provocation by a superior may be almost reduced to tears. Provocation acute when personal values and integrity challenged, pride hurt, but may enjoy a sparring match.	Insults, conflict – tend to take it more personally than the males and less assertive in confrontations. More likely to react to conflict with tears; feel weak for doing so ('inappropriate as a manager'). May feel walked over.
New & Unfamiliar Duties	Both male and female managers report pressures related to new and unfamiliar duties. Problem more stressful if no line manager support, little time, or line manager regards task as a 'learning experience.'	

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	Language: short term acute pressures, short notice demands. Like to solve problems themselves. Wait longer before asking for help.	Language: pressures of crises, fire fighting. May react emotionally in first instance – panic. Then use logic and networks: ask for help and information. Less confident and assertive in asking for more time, saying no, or asking to drop less important tasks.
Consequences of Pressure	Both genders report negative effects of job pressure on homelife and relationships. Sleep disturbance, fatigue and worrying, low frustration tolerance and irritability are the most frequently reported symptoms of stress. Both have little time for exercise.	
	Men report smoking, drink more. Less aware of or ignore physical effects of job related strain on their bodies. Rely on 'youthful energy' levels and rest and recuperation – sleep.	More body-awareness - experience more physical consequences – headaches, eye twitches, weight gain. Little time for exercise.
Working Long Hours	Both male & female managers work long hours - 'Burn the candle at both ends and in the middle.' Mainly because of pressures of workload and senior managers' contract.	
	Working long hours partly compensated for by beliefs that one is improving career development prospects. Men describe (regret?) missing their children growing up.	Females report feeling guilty for not being more available to their families. Those women without children say it would be easier to limit their boundaries if they had children as an 'excuse' to go home.
Emotional Consequences	Predominantly anger, frustration, annoyance, and embarrassment. Some 'give as good as they get' in the workplace expressing anger and also take it home to their wives. More likely to be uncomfortable with emotions 'touchy feely' issues of their staff. Feel worthless and ashamed when off sick with stress.	Females feel angry & frustrated with themselves for expressing emotional distress at work - believe men don't act like that. Describe more guilt feelings about working late & not being there for their partners, children. Less confident, feel undervalued and worthless, particularly under acute pressures or when they believe they are treated disrespectfully as managers by the organisation and staff.
Coping Strategies	Both genders utilise practical, problem, information & emotion-focused coping strategies.	
	Rely on rest and recuperation. Main coping strategy is detachment, withdrawal, cocoon themselves, and 'switch off' from work. Smoking, alcohol reported as ways of easing tension. Pragmatic, problem solving, strategic planners, decision-making valued and utilised. Do not admit to using emotion-focused coping yet do use wives/partners as a way of relieving tension around conflict in the workplace.	More relationship/ network focused and communication orientated. More aware of and value balance between work and homelife Use talk - communication - to access core group of friends to relieve tensions. More likely to use physical exercise and relaxation. Use analytical and practical strategies and emotion-focused coping to gain reassurance and relieve tensions when work- related problems are outside their control.
Support	Most male used their wives/partners as main support. Value workplace support less than the women. Line manager is the main support in the workplace, if available and a mutually supportive team, if available. Smoking networks reported as helpful. Pass responsibility back up the line if appropriate. Value practical & informational support, particularly advice on political & wider NHS issues, appraisal and support for career development. Prefer to solve	Women do not mention their partners as supportive. High stress females are the main breadwinners and describe giving out more than they get with respect to support. Value confidential line manager support if available. Also value & describe greater use of networks, confidantes, core groups of friends and colleagues. Use practical, problem solving and emotional support. Value being listened to, being valued, reassurance, confidence building.

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	problems themselves rather than ask for help. More confident - believe they can do things better than others. Feel excluded from female support networks at work.	
Supporting Others	Males talk about mutually supportive teams. May walk the floors and make themselves available to subordinates.	Females report being sensitive to others' distress in the workplace, aware of their concerns and offer help. Also value from subordinates constructive feedback on management style of relating and working.
Summary: Individual Moderating Factors: Personality Dispositions Philosophies Beliefs Awareness	Males appear more individualistic, more isolated. All are confident and believe they are good copers regardless of whether suffering from strain. May use old strategies that have worked before and prefer to do things themselves rather than ask for help. More frustrated at career blocks. Less aware of the effects on their bodies/mental health of working long hours. Predominantly express anger. Use detachment, withdraw, cocoon themselves. Smoke & drink more. Lack of awareness of physical symptoms. More reluctant to ask for support. Prefer to tackle problems themselves than ask for help. Use line manager (if available) as main support. Formal support networks for staff.	Greater emphasis on the use of supportive relationships at work. Awareness – females appear more aware of the need to balance work and homelife (though they may not achieve this). Less confident, less assertive behaviours, more talk & diplomacy, greater need for reassurance about decisions made. Greater expectations of themselves as managers - 'shoulds' perhaps less clear about the managers' professional identity.

Fig. 10.4 COPING STYLES OF MEN & WOMEN MANAGERS (n=12)

Low Stress (Low GHQ Scores)/Female Managers: Effective Coping Characteristics (n=3)
1. People-person: <i>good communicators</i>, negotiate, diplomacy skills, good listener support others, sense their mood changes, open door policy to colleagues/subordinates. 2. Philosophy: openness, honesty – don't make promises I can't keep, my physical/mental health is more important than work 3. Values: work/homelife balance 4. Commitment: vocational aspects of working for the NHS important, keep the Trust going 5. Psychological contract with the Trust mutually supported. 6. Social exchange: set clear limits & parameters on how much they give in the social exchange of work 7. Realistic: clear about what they can and cannot do and what is way over the top (skills, knowledge, time) 8. Assertive: willing to say no, ask for help (hardy personality), ask for extra time or some task to be dropped if given tasks over their normal duties. 9. Self awareness: aware of body-age-energy level limits, pay attention to physical/mental health symptoms, use their GP or other appropriate health professionals, take regular exercise, relax. 10. Learn by experience e.g. you are not valued anymore if you do work longer hours. 11. Self efficacy: I can cope, I'm a survivor, sense of control 12. Task/ target/action-orientated focus – just do it! 13. Organising, planning, time management skills 14. Prioritise, write things down, clear things out 15. Use their support networks used formal & informal support will ask for help, spiders web of colleagues or friends, practical support from partners, happy homelife. 16. Team leader/line manager: who is supportive, keeps confidence, offers reassurance, appraisal, feedback on achieving objectives 17. Flexible and adaptable to change 18. Feel enthusiastic, motivated, have job satisfaction. 19. Culture: avoid gossip

High Stress Category (High GHQ Scores)/ Female Managers: Less Effective Coping Characteristics (n=3)

1. Main breadwinner, have minimal support from partners
2. Internal pressures: abide by perceived organisational expectations to work long hours to finish the task imposed by the senior managers' contract
3. Individual expectations/beliefs/assumptions: You just have to get on with it, keep your chin up and plod on, work takes priority over homelife, as a manager you should know everything, you shouldn't need to ask for help, you mustn't let people down.
4. Do not set limits on how long they work, or how much they take home.
5. Pretend to others that everything is fine.
6. Have a line manager or team leader who is unsupportive and unapproachable, doesn't understand the job, doesn't listen, authoritarian, gives out tasks as learning experiences - expects you to know what to do or find out yourself.
7. Experience numerous psycho-physiological symptoms of stress, feel miserable, cry or get angry.
8. Do not have time for physical exercise.

Male Managers (n=3) Low Stress Category, effective copers, hardy personalities, will ask for help

1. **People-person**, good communicator diplomatic, good listener, shoulder to cry on, open door policy.
2. Beliefs: people are your biggest resource (if a difficult work situation arises he will consider the person first whilst still trying to meet his targets and objectives), you can always look for another job, you have to be able to with off, it's all relative, I can add it to my CV to promote my career.
3. Social exchange: realistic about what they can and cannot achieve and have a realistic line manager – set parameters defined by beliefs: you can only do so much in a day, you cannot take on all the woes of the world.
4. Self-efficacy: I'm a survivor, sense of control
5. Self-motivated, enjoy problem-solving, troubleshooting
6. Career-orientated, ambitious
7. Decision-orientated
8. Takes responsibility within limits of job description; passes responsibility back up-line where necessary/appropriate.
9. Pragmatic, problem-solving approach is main coping strategy.
10. Detachment: switches off from work through sport, cocooning himself.
11. Not arrogant – nobody's indispensable,
12. Flexible, adapts to change,
13. More team orientated, sees himself as team-leader; cultivates team ethic; spreads responsibility equally, shares knowledge, multiskills.
14. Supportive line manager available, regular meetings appraisals, two way communication, kicks ideas around with, source of political/NHS systems information/experience
15. Seeks support predominantly from line manager (not wider networks) will ask for help/advice
16. Aware of formal Trust support networks e.g. occupational health & uses them where appropriate.
17. Exercises, or depends on youthful vigour, recovery process of sleep, rest & recuperation, smoke, drink

Exception was a very self-contained man who, although he coped with the work situations and had low levels of stress on the GHQ-12 had just experienced a relationship break-up. Realises he has been a workaholic in the past and it hasn't done him any good so he is now setting boundaries. Had external professional support to help deal with emotions of bereavement.

High Stress Category /Male Managers: Less Effective Coping Characteristics

1. More isolated, detached not wanting to ask for help but **prefer to solve problems themselves** (belief/arrogance that they can do it better than others).
2. Social exchange imbalance: sense of motivation through vocation, duty, obligation, fairness, give more than they get.
3. Organisational pressures: driven by expectations of senior management contract, or optimism - Light at the end of the tunnel! Jam tomorrow! which unfortunately they never reach.
4. Rely on old coping strategies which have served well in other employment but which have not adapted to the current context.
5. See themselves as copers/survivors from their previous experience – strategies have worked until now.
6. *Use very positive strategies of pragmatism, analytical strategies -*
7. *But do not set LIMITS, BOUNDARIES OR PARAMETERS on the time and effort they devote to work. Beliefs/ assumptions: you go until you drop, I'm a sticker, a hanger in, I must be on time, maintain/drive the internal pressures and prevent the setting of limits.*
8. Lack of awareness of their bodies, physical symptoms, no time for keeping fit. Some awareness at a cognitive level that they can't keep up this pace forever, some – relying on youthful vigour, rest & recuperation.
9. Not looking after themselves
10. Use detachment not comfortable with emotions, express anger or frustration in workplace.
11. **NO SUPPORTIVE LINE MANAGER**, support networks less well developed; complain that hospital predominately female environment - isolates males from social groups
12. Psychological contract not manifested in reality: feel, angry, it's not fair, let down by the Trust. Lost trust through the restructuring process
13. Confidentiality: perceive the culture to be a leaky sieve so are dubious about using support networks
14. Not aware of formal support networks e.g. occupational health - that's to do with workplace assessments isn't it?
15. Do not have time for physical exercise. Smoke & drink to relieve tensions.

Fig. 11 ADVICE

Manager	Advice From The Sample Of Managers (To a New Manager) On How To Survive And Cope In The Workplace (N=12)
High stress females F6	Look after yourself. Use people as sounding boards. Allow yourself (in the transition period when starting a new job) permission to feel bad and say 'I'm struggling with it.'
F5	Listen to the people you work with. Don't be afraid to ask questions. Don't struggle with a problem, there are people there to help. Don't leave it too late before you ask for a helping hand.
F4	Don't ruffle too many feathers, Keep your head low for a while 'Keep your head below the parapet.' Look as if you are getting on with your work and achieving your objectives without inviting criticism.
Low stress females F3	Develop a good support network i.e. identify people around you who not only would be useful but are actually like-minded, the sort of people you would probably like as friends. Be aware of politics with a small p: - understand that actually the piece of work is often not so important as the politics that goes around it. Just understanding how things have got where they have and why people might be taking the stance they have, that is really important. And not being tunnel-visioned - thinking outside boxes sometimes.
F2	'Wouldn't trust a soul'. Keep your mouth shut, a low profile, and deliver the goods. The ultimate aim is to deliver. Be prepared to fight your own corner.
F1	Maintain adequate levels of communication with all grades of staff. Keep people informed on all levels. Be open and honest, say what you have to say, don't make promises you can't keep. Say 'I can't do that' - it's about recognising what's not achievable and what is achievable and what's not achievable.
Low stress males M1	Don't take it all personally. Have a release e.g. golf. Switch off when you go home.
M2	Learn how to play the game There is a game, and how successful you are depends on how you play the game. It's that management game, if you know how to play it and you can play it and you can alter the rules or the way you play it to suit yourself, then you can have a lot more success within that type of organisation. That would be my advice to any new person.
M3	Take advice from a senior person who's seen it all before. Get a mentor to give you advice and career guidance. Don't be a workaholic, it won't do you any good. Take advice from an experienced senior whom you respect, not just any old person who perhaps got to the top - because a lot of wrong people get to the top because of their competitive nature and ambitious nature, but they are not necessarily the right people.
High stress males M4	Make sure you talk to people. Do not close the office door and try and deal with everything yourself because, generally, there'll be someone around who has either seen that problem before or can deal with it.
M5	Get to know your staff and get to know what your staff do, because they are the ones at the end of the day that are actually delivering for you, so if you don't support your staff and you are not interested in what they are doing, you can't expect them to be interested in what you are trying to achieve.
M6	Look, listen, and act when you are sure you have all the potential dangers covered.

Cases N=12	Do you work long hours?	When do you work long hours?	Why work long hours?	What drives/causes you to work long hours?	How does working long hours affect home life?	How do your home commitments affect work?	What do you do to cope with the workload or demands & their effects?
Low Stress females	Recognition or acknowledgement of working long hours - Past/present	Specific examples Evidence	External & internal pressures & demands	Perception Assumptions Beliefs Personal Philosophy	Consequences Physical/mental emotional interpersonal	Work/homelife	Coping strategies
F1 Hours from survey 45 hrs	I do work over my contracted hours - work long days, take work home. I work at weekends as well. Study at home.	I did get told off by our secretary who received an email from me on a Saturday night at 11.40 and it wasn't until she said what on earth are you doing on a Saturday night that I had ever thought about it.	Day-to-day crises compete for time with longer term objective. Unfinished work goes in briefcase Professional/career development pressures - studying.	Whatever work is sat in the office needs to be taken home, needs to be done at some stage but you don't count those hours.	I can be quite emotional because I recognise that I'm stressed really. Less time for her family. You're not as patient while you're under those sort of pressures.	Two teenage children - viewed as independent. No, it doesn't have an effect. But my family would say: 'the work always comes first!' So they would think otherwise.	Tries to spread herself around to family and worklife. Viscious cycle - copes with workload demands by taking work home.
F2 42 hrs	In exceptional circumstances will work over contracted hours but 'not as long as some of the others.' Studying at home.	Working day of 7 am -8.50 pm. Takes home the post & college work.	Lack of support - I don't have anyone to help me with my work. Pressures of professional development - studying.	I just won't do it; it's as simple as that. I will exceptionally but I will <u>take that time back</u> .	Not overly, because I don't allow it to a great deal.	Older children left home.	Works flexibly according to work demands. Good time management spreads workload. Sets parameters, limits of what demands she is prepared to accept. Assertive action
F3 50 hrs	I do work over my contracted hours but not as much as I used to.	Probably work about a 45-hour week.	Meeting targets & deadlines. Expectations of self & others 'Feeling that if you didn't achieve them you were seen as not a good manager.'	Having a second child and a health scare makes you think life is more important, so you have to get a balance. I decided that my mental health was more important to me than work & actually you didn't feel you were being valued if you did more anyway.	Sometimes work affects homelife.	Sometimes homelife interferes with work. I've got young children and its quite a balance at times to make sure they both get as much attention as they possibly can.	Clearer about what I'm able to do and what is way over the top. Sets limits of hours worked, says no, takes leave regularly, works from home if possible. Balances work home & family aims.

High Stress Females F4 46 hrs	Works over contracted hours every day.	I've come in early, worked through lunch, stayed late and that's a daily occurrence.	Little direction or support from line manager. There's been pressures, so many pressures on me. Department underresourced, less than a skeleton staff.	I was classifying myself as late into work if I didn't get into work by 7.30 am. Works always been a priority (over homelife).	Unable to unwind & relax before going to bed. Irritable. Little time with partner - It's had an enormous problem effect on our relationship.	Homelife demands always taken second best really, they've always been in reserve. Any <u>spare time</u> , if I have any, will be devoted to home rather than being a priority.	Go home & cry. Walk the dogs, try and refocus and see a way through the problems.
F5 50 hrs	I work about an 11-hour day now. Work weekends to complete projects.	I come in early in the morning to try and get things done and you get disturbed.	It's the volume of work & not getting it done because you're interrupted so much during the day. Adapting to three different bosses' styles of working. Firefighting competes with other objectives.	I'm letting the people down I support and manage if I don't get what they need done in a day.	Takes issues & work home. Says her stress has affected homelife. Feels unable to support her husband and needs support from him.	No children. <u>In a way it would be nice if it did. I could just say I've got to go now.</u>	Time management is the essence but mine goes out the window because people just knock on the door. Changes style to demands of new managers.
F6 50 hrs	I do work long hours. If I'm <u>overloaded</u> with work I will work extra hours & take work home.	I often come in early. Ideally I would like to finish at 6 pm - I'll often be here at 7.30 am, so 7.30 to 6 pm I think is a pretty good day! We don't have a lunch break.	Partly it's my own time management. Some people are much better at having boundaries. Partly your own responsibility but partly it does say in your contract that you will work as many hours as it takes to get the job done! Organisational expectations.	I don't resent it. I don't do it because I have to, but it is a reality.	I'm acutely aware I don't have a lot to offer my children because I will often get home from work and have dinner and then start working gain. Feel guilty about not being a good mum who's there with my children. It feels like I don't do either very well.	None of the demands of dealing with child sickness, school runs or school holidays interfere with her work at all.	I could say that I'm like a man where I have somebody who's there with the children. Keeps her chin up and plods on.
High Stress males M6 56 hrs	I took a lot of work home. I was doing 60 hours a week for the best part of 14 months.	On average working from 8.30 to 5.30 without breaks, maybe 6 o'clock, and then going home and still focusing on the work issues, perhaps until I fell asleep.	Sense of obligation & duty. I'm paid to do a job and if I didn't give all I felt I could give, then I would be short-changing my employer.	I had no time for anything else, work became all consuming. The problem is that I didn't recognise it.	I felt that instead of walking the dogs going shopping etc, I felt I'd much rather be solving a particular work problem.	No.	Tolerant & understanding partner. Strategy: take rest & recovery but failed to put this into practice as pressures increased.

M5 45 hrs	I do work more hours than I'm contracted to, I won't come in here on Saturday or Sunday, but I do work at home if I need to occasionally.	I resist it as much as possible, it's an easy trap to fall into.	Need clear thinking time at home & it's difficult get in this environment.	If you are working long hours you are not working effectively in the last few hours you are working (law of diminishing returns) I'm the sort of person who likes to be on time, I can't shake hat off.	It does to a certain extent when under particular pressure. I'll find I don't sleep particularly well, I'll wake up early and so I find I'm quite tired. My wife says I can tell you're managing the again!	To a certain extent dropping children off to school. Time constrained in mornings. Here on spot of 9 am Difficult getting in for early morning meetings.	Awareness of ineffectiveness of putting in face time. Takes work home occasionally. Separates work & homelife.
M4 48 hrs	Working long hours is certainly my experience. Whilst I don't take work home with me I certainly take my thoughts and spend a lot of time <u>thinking</u> about work.	I was working 8.30 - 6.00 pm every day without a lunch hour, whatever that works out at nearly 50 hours I suppose. It's actually got worse since Easter.	It has been the sheer enormity of the workload	I don't take work home, I'm religious about that, that is sacrosanct. I am prepared to work longer hours than might be usual or strictly good for you and accept a lower salary because of the vocational aspects of working for the health service.	My wife would say that are times when I'm there in body but not in any other form. I'll go outside and have a cigarette, become more obstinate, be irritated by small things at home and won't let it drop.. I'll withdraw more into myself such that rather than sitting in the living room chatting with my wife I will go to my study and work/play on the computer.	No.	Aware of limits - my body can stand it at the moment.. Realises that he cannot maintain this pace for too long.
Low Stress Males M3	It has in the past, I don't do that anymore. I took it home and worked weekends and that was the ethos.	I was undervalued and it didn't progress my career particularly by working 50, 60 or 70 hours a week.	I didn't do it for career advancement, I just had too much work to do. Cultural ethos: organisational expectations of managers.	My wife said 'hang on this is my time. you don't do that!' and I said I've always done that!' and that created bit of tension.	I don't know if I've taken it all home and that's the cause of my relationship difficulties, I suspect that's part of it.	I don't think so, I think they could have done when I was general factotum to everybody and worked very long hours.	Drinking too much. Self contained. Changed through insight that working long hours has not got him anywhere careerwise.

M2 50 hrs	Not so much now but when my old line manager was around the ethos was work, work, work!	If you added up all the hours above 37 you were well above it, something like 60-70 hours per week in the beginning. Which was ridiculous!	Pressure from above. Conformed to line manager's expectations. Organisational expectations & demands of senior managers contract - get the most out of you and not pay overtime.	Well you're new, you're progressing, you're looking for advancement so therefore you do it.	I missed out a lot when my son was little. I think the kids wondered at some stage what does daddy look like. My sleep level's down. My wife thought why did I marry you because I hardly ever see you! Imbalance home and worklife.	Fatigue impacts on work by the end of the week	Achieved a better work/home balance since had a less demanding new line manager. Consciously makes himself not take work home. Aware of need for more quality time with family. Teamwork.
M1 60 hrs	I tend to work an average of about 60 hours a week. I do a lot of those hours from home now.	Time scales & workload. We always have far more work than we can actually cope with. We always have fewer staff than can cope with the work.	Its difficult to assess with senior managers, we don't actually have a contracted maximum do we?	Its all relative (compared with pressures of previous post)	It has to some degree. I'd have more time to play with the kittens if I was only working 9-5! My wife has been used to me being away during the week, so this is significantly better.	I don't think so.	Takes work home. Personal philosophy: you can only do so much in a day. Supportive line manager. Teamwork. People person.

Volume II

APPENDICES

Section C: Case Study Appendices –

A Multimodal Assessment And Rational Emotive Behavioural Approach to Stress Counselling And Stress Management

Overview: The Multimodal-Transactional Model: A Working Model Of Stress

Palmer (Palmer & Dryden, 1995) modified a 5-stage transactional model of stress proposed by (Cox, 1978; Cox & Mckay, 1981) to incorporate Arnold Lazarus'¹ (1989) seven interacting modalities consisting of behaviour, affect, sensory, cognitive, interpersonal, and drugs/biology (known by the acronym BASIC I.D.). This enabled the direct application of theory to the practice of stress management and provided a guide for the selection of appropriate stress-reducing interventions in this case study.

According to the model, an individual may experience stress when there is an imbalance, or perceived imbalance, between the internal or external demands upon the person and their coping resources. **Psychological processes** are highlighted as fundamentally important: the individual's reaction to a potential stress scenario may be as much due to their appraisal of it, and their perceived abilities to cope or deal with it, as the event itself. The model can be broken down into five discrete stages:

Stage 1: Pressures

Internal pressures (e.g. headache; belief 'I must get this promotion otherwise I'm a failure') or external demands (e.g. giving a presentation during a job interview) are experienced by the individual.

Stage 2: Cognitive/Imaginal Appraisal

The individual decides whether she has the resources (skills, confidence) to cope with the demands of a specific situation. She may stay in the situation if she believes that she can cope, even if she is being unrealistic. However, if he/she believes that she cannot cope with the pressure, then she may experience a stress response (Stage 3). The appraisal of the situation as stressful may be instantaneous and either cognitive ('Oh my God! It's unbearable!') or a catastrophic image. Internal pressures arising from the person's beliefs or absolute demands ('musts') may exacerbate the perceived stressfulness of the situation.

Stage 3: Stress Response

The psychophysiological changes of the stress response occur. The person may be troubled by several specific problems across the entire modality range of the BASIC I.D. Negative emotions such as anxiety, anger or guilt are usually experienced which may have, according to this model, behavioural, sensory, imaginal, cognitive, interpersonal and biological/physiological components.

Stage 4: Consequences

This describes the reaction of the person to the utilisation of her coping strategies and how she subsequently appraises their effectiveness. If she perceives she has successfully coped with the potential stress scenario, she will return to a state of equilibrium. However, if the person regards her coping strategies to be unhelpful, she may perceive herself as failing, which adds further strain to the situation.

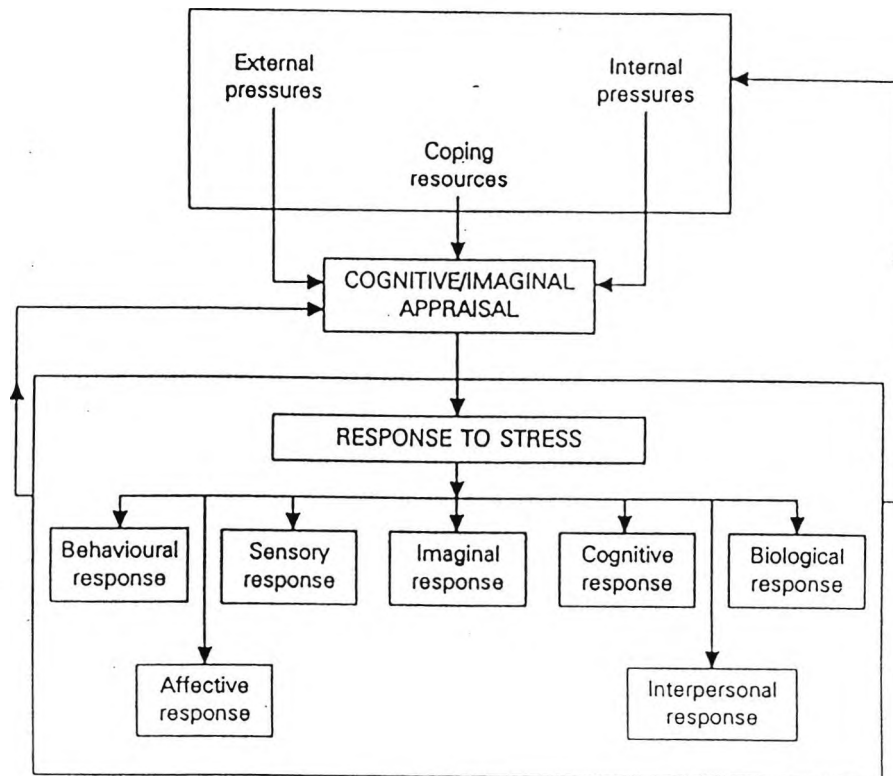
Stage 5: Long-Term Feedback/Feedforward In The System

The person may use interventions that may either reduce stress, alter the external or internal pressures, or maintain the status quo. If the interventions continue to be ineffective the person may experience prolonged and damaging stress, which feeds back to put further physical and/or mental pressure on the system. If her coping strategies are effective she remains stress-free. The perception of successful coping has a strong influence on the future appraisal of a similar event or situation as stressful. This is known as self-efficacy and is a major cognitive component in the appraisal of future events as non-threatening and therefore not stressful. Coping is considered by researchers to be an important part of the overall stress process (Lazarus & Folkman, 1984; Cox, 1993) and whenever possible the stress counsellor will aim to help the client improve her coping strategies.

¹ Refers to Arnold Lazarus' Multimodal model of psychotherapy utilised in the case study assessment

APPENDIX I

Fig. 1 The Multimodal - Transactional Model: A Working Model Of Stress
(Palmer & Dryden, 1995, Reproduced With Permission)



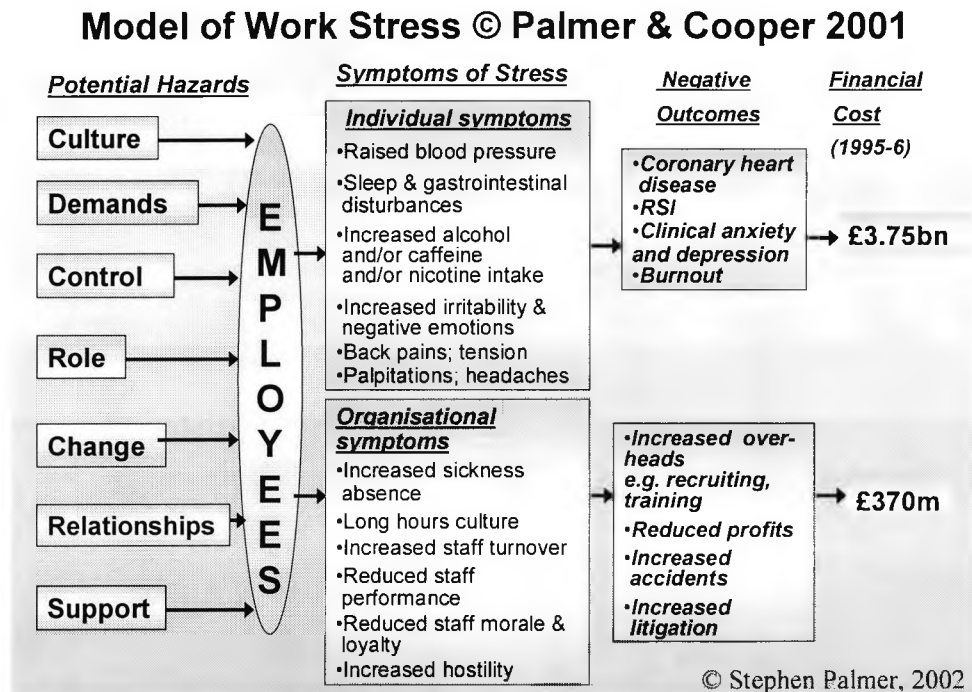
Multimodal-transactional model of stress. (Source: Palmer and Dryden, 1995, p. 5)

1. Sources of demand (environment) face a person
2. Person perceives demands in relation to their ability to cope (primary appraisal)
3. Imbalance between perceived demand & perceived ability to cope with that demand (Stress response)
4. Consequences of the responses - negative emotions may define the experience of stress for person & are feedback
5. Feedback is important at all times in the model (positive or negative)

Figure 2. Case Study Measures Before And After Therapy

TEST	Initial Assessment Measures	Outcome Measures	Thresholds Of Psychological 'Caseness'
BECK DEPRESSION INVENTORY - II	15 mild depression	9 mild	
GENERAL HEALTH QUESTIONNAIRE - 28			Threshold for 'caseness': conservative 13/14 (Easton & Turner, 1991)
GHQ scoring method 0-0-1-1			
<u>Subscales</u>			
Somatic symptoms	6	0	
Anxiety & insomnia	7	0	
Social dysfunction	7	0	
Severe depression	2	0	
Totals	Total score 22	Total score 0	
GHQ-28 Likert scoring method 0-1-2-3			Likert scoring method is useful for comparisons across the symptom dimensions
<u>Subscales</u>			
Somatic symptoms	17	4	
Anxiety & insomnia	17	5	
Social dysfunction	15	5	
Severe depression	4	0	
Totals	Total score 53	Total score 14	
MASLACH BURNOUT INVENTORY			
Emotional exhaustion	36 high	26 moderate	
Depersonalisation	12 moderate	3 low	
Personal Accomplishment	4 high - positive	5 high - positive	
BRIEF SYMPTOM INVENTORY			GSI score of 63 (on adult non-patient norm scales) = cut-off for 'caseness'
Global Severity Index (GSI)	71	54	
Number of symptoms	35	13	
JOB STRESS SURVEY (JSS)			T score of 60 can be used as a 'cut-off' score indicating that the amount of stress experienced is substantially greater than that of employees in comparable occupations
Job Stress Index (JSX)	T score 67	T score 58	
Job Pressure Index (JPX)	73	64	
Lack of Support Index (LSX)	58	47	

Figure 3.



Job-Related Causes Of Strain Identified In Client's Assessment And Job Stress Survey

Factors intrinsic to the job

Work overload
Working overtime - often 2 hours over contractual hours unpaid.
Time pressures; insufficient personal time for lunch or breaks
Staff shortages; Covering work for other staff.
Dealing with crisis situations
Making critical on the spot decisions
Excessive paperwork

Role in the Organisation

Role ambiguity arises when an individual does not have a clear picture of work objectives, colleagues' expectations and the scope and responsibilities of the job. Jane's role-related problem was that her managers, colleagues and subordinate treated her as a nurse specialist because of her experience and expertise. However, the consultants treated her as a staff nurse and would be angry with her crossing the boundaries of her role into that of nurse-practitioner, making diagnoses and treatment decisions.

Responsibilities

Jane was given managerial and professional responsibility without commensurate job title, pay and autonomy. She had an idealised, absolute sense of responsibility in 'I must make things better for my patients!' She believed absolutely that she should have supported her nursing team better and felt responsible for their welfare.

Relationships at Work

Good relationships between members of a group are a key factor in individual and organisational health (Hans Selye, 1946). Workers whose relationship with their superiors lack warmth, consideration, mutual trust and respect report feeling more work pressures (Buck, 1972). The sense of control that organisational participation provides is vital for the well-being of all employees (Sauter, Hurrell & Cooper, 1989).

Relationship with Superiors

Jane's relationships with the consultants were confrontational and unsupportive - 'Patronising!' She was the senior nurse in her team but without the rank or authority of 'Sister.' Support of other nursing Sisters was not formally available to her.
She believed her directorate manager was unsupportive in terms of resources.

Relationships with Subordinates

Jane had difficulty delegating work and was protective of her subordinates, regarding them as 'children.'
Isolated and lacking co-worker support.
Lacked formal management training.

Career Development

Opportunities to proceed to a G-grade or nurse practitioner promised informally but had not materialised. Limited opportunities for such specialist work in her hospital meant geographical relocation, adding to her stress.

Organisational Structure And Climate

Poor communications between medical and managerial staff hindered departmental development. Jane felt 'not listened to' and 'undervalued' by both parties. She was not included in the decision making process although she did a lot of the preparatory work for meetings.

Home/Work Interface

Ongoing training and managerial task involved frequently taking work home.
Self-imposed demands to be the perfect mum fed back as exhaustion in her workplace role.

The Client's Stress Formulation

Person Variables

Early Experiences: critical, irrational, highly emotionally-expressive mother; supportive, ambitious, politically-minded father; 'manipulative' young stepmother - two teenage girls felt 'not wanted.' Distant relationship with mother; as a child, Jane was independent, self-reliant

Values-Commitments: social rights, social justice, altruism, honesty, loyalty, stability, security

Core beliefs

- 'I'm not good enough.'
- 'I'm a failure.'
- 'I'm not wanted.'
- 'I should be there to support others.'
- 'I can make it better.'

Compensatory Strategies

- Take on responsibilities for everything so that things can go right and I am not associated with failure.
- Driven by high standards
- Striving for recognition
- 'If you don't need me, I don't need you!' - withdraw
- Making things better for the patients (job satisfaction)
- Working hard
- Striving to achieve as a nurse and mother

Coping

- 'I'm a thinker'
- Use problem solving, practical skills
- Self-supporting, sense of control
- Work harder
- Seek practical, informational and emotional support (from father - now deceased, & friend - seriously ill)
- Suppress emotions (I don't want to be like my mother)

Situational Demands: Home/work Interface

- Life crises: bereavement of father, children grown up - 'empty nest'
- Confirmation of not being wanted by stepmother
- Separation from husband
- Demands of training and overtime impinge on homelife & affect relationship with daughter.

Demands of the Workplace

- Work overload, time pressures, shiftwork, staff shortages, dealing with crisis situations, covering for others off sick
- Confrontation
- Lack of support
- Responsibility without authority
- Lack of recognition from superiors
- Organisational constraints lack of communication
- Career grade blocked

Challenges: developing departmental integration plan, 'agent of change'

Benefits/Satisfaction: work with patients, sense of personal achievement in knowledge-base of specialist nursing area. Income means independence.

Short Term Symptoms of Stress

- Trouble remembering things
- Difficulty making decisions
- Mind going blank
- Poor concentration
- Feelings easily hurt
- Feeling lonely

Feelings of guilt
Idea that something is wrong with her mind
Feeling low
Panic attacks
Loss of confidence
Blocked in getting things done
Hopeless about the future

Chronic Symptoms

Emotional/physical exhaustion
Hypertension
Anxiety
Menopausal/gynaecological problems
Feels 'vulnerable'
Low self-esteem

Critical Incident

External Pressures

Demands of work increase
Promise of promotion to G Grade not met
Confrontation with consultants
Father's death, close friend ill with breast cancer

Internal Pressures

Emotional/physical exhaustion
Low frustration tolerance
Close to tears

Resources Depleted/Coping Ineffective

Cannot work harder – exhausted, vulnerable
Problem-solving mental skills deteriorating, concentration, decision-making poor
Main support lost from father & friend
Husband 'emotionally disappointing' cannot support her when she needs him

Cognitive Appraising

'I can't go back in there!'
'I've had enough!'
'I can't cope!'
'I'm losing control!'
'I'm losing my mind!'

Consequences

Responses to stress across BASIC I.D. (see Modality Profile Table 1)

Critical Incident Precipitating Jane's Entrance to Therapy

A: Context

Conflict with consultants – Jane mind-reading 'We don't trust you; you run to management!'

B: Thoughts

'I've put a lot of myself into this!'
'They should know better!'
'I've been open with them!'
'They still don't see me as part of the team!'
'No matter what I do, it's not good enough!'

C: Meaning: Because they don't trust me, they don't see me as part of the team. They don't understand me. They don't value me as a professional. They don't want me.

Emotions: Overwhelming distress, 'complete despair,' anger, 'powerless, helpless'

Behaviour: Tears, walk out, withdraw, hostile.

Negative emotions in particular define the experience of stress for Jane and are fed back to perpetuate the feeling of being **out of control**.

**Fig. 4: A MULTIMODAL ASSESSMENT
& REBT APPROACH TO STRESS COUNSELLING:
A CASE STUDY**

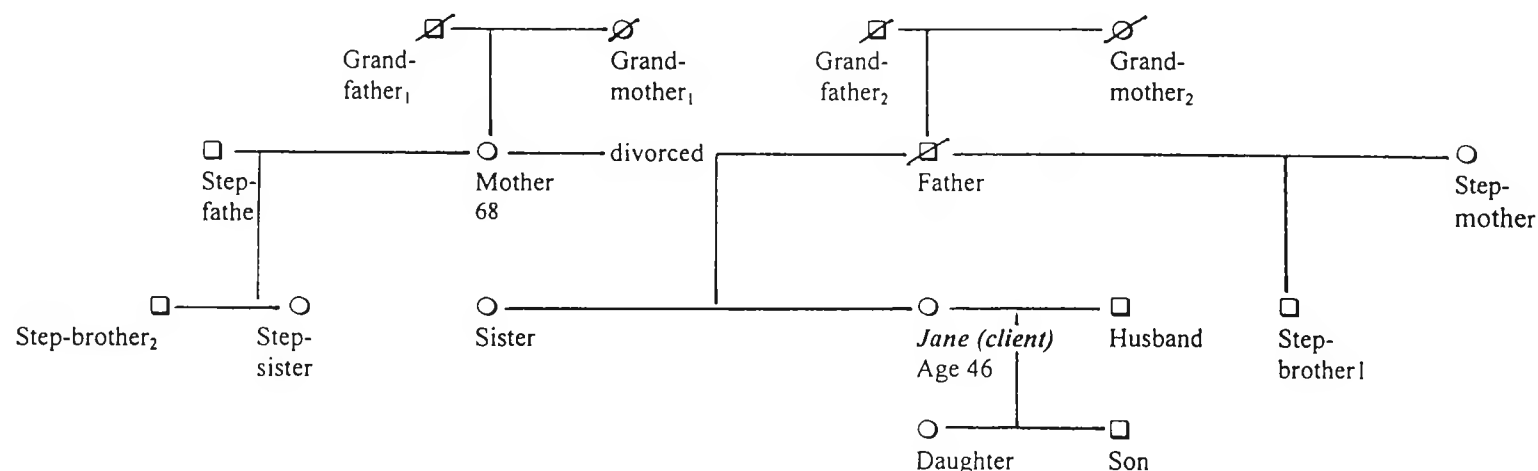
Staff Counsellor in Occupational Health: Dinah Jenkins
Chartered Counselling Psychologist
Cognitive Behavioural Psychotherapist
BA (Hons), BSc (Hons), PGCE, MSc

CLIENT INFORMATION (real identity protected)

Client Name:	Jane
Age:	47 years
Marital Status:	Separated
Ethnic Group:	White English
Occupation:	Staff Nurse - full-time
Referral Source:	Self-referral at request of her manager
Other Professional Help:	GP
Medication:	Antidepressants, medication for mild asthma, rhinitis.
Date of First/Last Session:	02.11.00 - 03.07.01
Frequency of Sessions:	Once weekly
No. of Sessions	23
Setting:	Occupational Health Department, ...General Hospital
Therapist Supervision:	Once monthly

Fig.5 CLIENT'S FAMILY OF ORIGIN

Date of Genogram: 01.12.2000



1. Summary of Client's Life Events

2. Client described 'unhappy childhood'
3. Father - 'loving but undemonstrative.'
4. Mother - 'critical, emotionally distant.' Viewed daughter as 'troublesome,' 'Still looking for flaws.'
5. Client labelled 'the thinker;' her sister, 'the doer.' Sisters not close.
6. Parents divorced when client aged 15 yrs.
7. Father remarried 'younger woman', who took on the two teenage sisters 'as though they were a burden.'
8. New baby stepbrother 'very spoilt.' Client remembers feeling jealous.
9. Mother also remarried and had two more babies.
10. Client believes stepmother manipulated her out of her father's affection
11. Left home to do nurse training aged seventeen
12. Married aged nineteen. Two young children. Career break.
13. Moved to Salisbury Plain. Isolated & lonely.
14. Moved again. Returned to nursing.
15. Husband financially bankrupt. Relationship bankrupt - 'emotional desert.'
16. Family rift - client's sister fell out with father. Client tried to mediate.
17. Father died. Client has total rift with stepmother.
18. Closest friend has cancer.
19. Separated from husband. Son remained with her husband, daughter lives with client