



# Developing Leadership Competencies

## 10. STAMINA/STRESS RESISTANCE

### Competency Descriptors by Level

Supervisor

- Set example for subordinates of coping with stressful situations
- Reduce stress factors in work environment
- Assist subordinates to reduce effects of stress by supporting alternative methods of meeting performance targets (e.g., flex time, telework)
- Realign workload by delegation or redistributing responsibilities to alleviate subordinates' stress
- Support the need for balance between work and personal responsibilities

Middle Manager

- Identify unit limits for workload and for change
- Encourage and facilitate dialogue on workplace stress and successful strategies for coping
- Maintain sound judgement and decision making in the face of demanding or stressful situations



### Suggested Readings

- *Lighten Up: Survival Skills for People Under Pressure*, C.W. Metcalf (Perseus, 1992)
- *How to Stay Cool, Calm and Collected When the Pressure's On: A Stress Control Plan for Business People*, John E. Newman (AMACOM, 1992)
- *You Don't Have To Go Home From Work Exhausted*, Ann McGee-Cooper (Bantam Books, 1992)
- *The Joy of Stress - How to Make Stress Work for You*, Peter G. Hanson, M.D. (Hanson Stress Management Organization, 1986)

### Videos

- *The Unorganized Manager* series starring John Cleese (1997)
- *Managing Stress*