

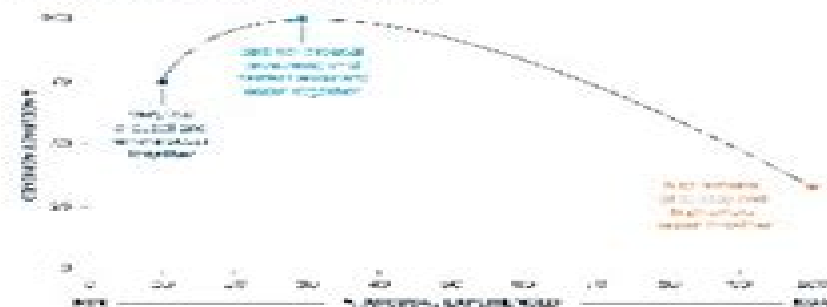
# Good Stress, Bad Stress, & Deep Focus Work

November 2017

Stress in the workplace can cause problems. For the individual, high stress can create ill health.<sup>1</sup> For the organization, stress can increase absenteeism, healthcare costs, and turnover.<sup>2</sup> It's understandable that most people want to reduce stress; but, this perspective about stress addresses only one type of stress: distress. Research also indicates that how we think about stress is as important as how much stress we experience, and that the right kind and amount of stress—eustress—helps us reach peak performance.<sup>3</sup> From our study in the Haworth Human Performance Lab looking at the effects of visual distractions on focus work, we see how this plays out in the workplace and offer some ways to manage stress for deep focus work.

## Stress & Performance: Experiment Results

In our experiment, 50 participants completed a time-sensitive, deep focus task while visual distractions were introduced. To perform perfectly, participants needed to pay attention to the task to complete it accurately (without errors) and quickly. If they took too long, the task would register it as an error. Stress was measured by Galvanic Skin Response (GSR) of electrodermal activity—activity that automatically increases as arousal to a demand increases.<sup>4</sup> We found that people with zero mistakes had fairly low stress, people with almost no stress made mistakes, and people with the highest stress had the most mistakes. What's going on here? Let's look at these results in terms of percentages of stress (x-axis) and accuracy as a measure of performance (y-axis).



## How Stress Impacts Performance

Stress is the body's response to a demand. And, this arousal to respond to any demand is inherently neutral—it's not positive or negative. We influence how to interpret these demands.<sup>5</sup> We can see demands as challenges and threats. When we find something challenging, we tend to approach it—it is a positive motivator to engage that demand<sup>6</sup> and one that is necessary for flow.<sup>7</sup> When we find something threatening, however, we tend to reduce exposure to it or avoid it.

To perform an deep focus, time-sensitive task perfectly, there needs to be some level of stress—the necessary amount of nervous system arousal—to pay attention to the task. Zero errors is, in part, the body's response to the challenge stressor of performing well on the task. Here is where we see evidence of the right kind and amount of stress having a positive outcome. With too little arousal, not enough attention is being given to the task and people make errors. These people may not have experienced enough of a challenge (or a threat) to be fully engaged in the task. Lastly, the highest amounts of stress occur for those with the highest amounts of errors. Performing poorly at the start of the task and/or seeing the task as too difficult could make completing it a high threat instead of a challenge. Then, starting the task with too much stress only makes matters worse for performance and, as mistakes continue to occur, stress likely continues to increase.

Overall, stress and performance explain 18 percent of any change in each other.

In short, if employees are expected to have high performance under time pressures, they'll be more susceptible to experiencing too much stress—especially if their performance starts to suffer. Working under these kinds of conditions over prolonged periods of time ultimately costs the organization and the employees. Sometimes, however, time pressures are unavoidable.

1. as cited in Orum et al., 2013.

2. Hassard et al., 2012.

3. Hargrove et al., 2013.

4. Dawson, Schell, and Filion, 2007.

5. Simmons and Nelson, 2002.

6. Hargrove et al., 2013; Orum et al.,

2013; Albert and Hober, 1993.

7. Csikszentmihalyi, 2014.

# Research Papers On Stress

**Ali Farazmand**



## Research Papers On Stress:

Principles and Practice of Stress Management, Third Edition Paul M. Lehrer, Robert L. Woolfolk, Wesley E. Sime, 2007-08-16 Structured for optimal use as a clinical reference and text this comprehensive work reviews effective stress management techniques and their applications for treating psychological problems and enhancing physical health and performance Leading experts present in depth descriptions of progressive relaxation hypnosis biofeedback meditation cognitive methods and other therapies Tightly edited chapters examine each method s theoretical and empirical underpinnings and provide step by step guidelines for assessment and implementation illustrated with detailed case examples The volume also explains basic mechanisms of stress and relaxation and offers research based guidance for improving treatment outcomes

**Work Stress** Wainwright, David, Calnan, Michael, 2002-06-01 We are facing an epidemic of work stress This study combines a critique of the scientific evidence relating to work stress with an account of the social historical and cultural changes that produced this phenomenon

**Research Paper FPL**, 1981 **A Systematic Guide to Write a Research Paper**, *Work Stress and Health in a Globalized Economy* Johannes Siegrist, Morten Wahrendorf, 2016-07-06 This book provides a comprehensive updated summary of research evidence on the effects of stressful working and employment conditions on workers health as based on one of the worldwide leading theoretical models effort reward imbalance It offers three innovative features that are appealing for research as well as for policy Firstly it presents and discusses comparable research findings from different continents in particular from Japan China and Latin America Secondly it extends the conceptual framework of research on this topic by analysing associations of work stress with health in a life course perspective and by linking these associations to the macro level of national labour and social policies Thirdly the book helps to strengthen programs and policies that aim at promoting healthy work locally nationally and internationally by providing solid facts on which such programs can be based

**Conquer Your Stress** Dr. Bhanu Pratap Singh, 2024-09-08 Discover the Transformative Power of Stress Unlock Your Full Potential by Embracing Life s Greatest Challenges Are you tired of feeling overwhelmed by stress and believing it s holding you back What if you could harness stress as a source of strength resilience and growth Conquer Your Stress is a groundbreaking guide that helps transform stress from a burden into a powerful tool for personal development This book provides a comprehensive journey into understanding the nature of stress its effects on your mind and body and how you can conquer it Drawing from scientific research personal experiences timeless wisdom and practical strategies the book offers a roadmap for mastering stress and using it as a catalyst for success You ll explore the global stress epidemic scientific insights real life examples of turning stress into strength ancient wisdom from figures like Chanakya and practical solutions for overcoming stress related challenges Who Should Read This Book Conquer Your Stress is for anyone who feels overwhelmed by stress and wants to learn how to manage it effectively Whether you re a busy professional a student a parent or someone dealing with chronic

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Miller, 2013-09-13 Contrary to popular opinion college and university faculty often experience a greater amount of stress than professionals in many other occupations Faculty Stress takes a comprehensive look at faculty stress its causes and its consequences This unique book explores the wide range of factors associated with work related stress the sources and perceptions of stress in differing academic environments and the importance of gender factors in understanding and dealing with work stress in academia Respected authorities discuss quantitative and qualitative research case studies and provide helpful policy recommendations As higher education rapidly changes the importance of understanding and effectively dealing with the stress that faculty endures increases Faculty Stress explores in detail how change affects work and personal lives of faculty This revealing book is crucial for current faculty and administrators who want to understand and effectively deal with stress as well as future faculty who need to know how to better prepare for the rigors of their college and university academic profession Faculty Stress is a valuable resource for faculty higher education administrators graduate students who intend to become faculty librarians higher education scholars and scholars who study work and occupations This book was published as a special issue of the Journal of Human Behavior in the Social Environment U.S.D.A. Forest Service Research Paper FPL, 1968 *European Journal of Tourism Research*, 2015-03-01 The European Journal of Tourism Research is an interdisciplinary scientific journal in the field of tourism published by Varna University of Management Bulgaria Its aim is to provide a platform for discussion of theoretical and empirical problems in tourism Publications from all fields connected with tourism such as management marketing sociology psychology geography political sciences mathematics statistics anthropology culture information technologies and others are invited The journal is open to all researchers Young researchers and authors from Central and Eastern Europe are encouraged to submit their contributions Regular Articles in the European Journal of Tourism Research should normally be between 4 000 and 20 000 words Major

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*Job Stress Revisited* Quentin Durand-Moreau, 2025-12-04 Provides a comprehensive framework for understanding mental health in the workplace *Job Stress Revisited* A Thought Provoking Take on Mental Health and Work offers a critical and much needed re evaluation of how job stress is understood addressed and managed in modern workplaces In contrast to popular narratives that individualize stress and recommend surface level interventions this resource challenges these assumptions by locating job stress within the very structure and nature of work itself Drawing on more than a decade of clinical and academic experience the author underscores how workplace environments and policies not personal shortcomings are often the true sources of stress related mental health issues Empowering readers to become informed advocates for lasting change the book offers a multi dimensional exploration of job stress informed by biological epidemiological and activity centered approaches A structured three part format builds from foundational concepts to actionable solutions first clearly defining essential concepts work health and their intersections before delving into critical issues such as burnout harassment toxic workplace dynamics and substance use In the final section Durand Moreau calls for systemic change advocating for robust policies workplace inspections and structural reform rather than temporary fixes A practical guide for those who seek to make work environments healthier and more equitable *Job Stress Revisited* A Thought Provoking Take on Mental Health and Work Challenges prevailing wellness narratives by shifting focus from individuals to systemic workplace factors Integrates clinical insights from over 400 work related mental health cases Offers a comparative international perspective especially from Canadian and French occupational health systems Combines theoretical analysis with practical case studies to enhance accessibility Explores lesser addressed topics such as doping at work With vivid case studies and accessible illustrations throughout *Job Stress Revisited* A Thought Provoking Take on Mental Health and Work is essential reading for graduate and professional level courses such as Occupational Health Work Psychology Organizational Behavior and Public Health Policy It is ideal for degree programs in Occupational Medicine Human Resources Public Health and Industrial Organizational Psychology as well as working professionals like union reps HR and any worker interested in this topic

**Proceedings of**

**the 2nd Advances in Business Research International Conference** Fauziah Noordin, Abdul Kadir Othman, Erne Suzila Kassim, 2017-10-17 This book contains the refereed proceedings of the 2nd Advances in Business Research International Conference ABRIC2016. Chapters in the book address the theme of Advancing Knowledge Connecting the World, reflecting on the emerging issues in various business management fields and the interconnections of multiple disciplines for creating knowledge advancement. Papers were carefully reviewed and selected and grouped into four main themes: economic and finance, marketing and communications management, and information technology in business. The book serves as a helpful resource for students and researchers of business management, especially in understanding issues and cases of business in emerging economies and markets.

**Occupational Stress and Coping Strategies** G. Kavitha, 2009 Study on job stress of bank employees conducting in Erode District, Tamil Nadu, India.

**Research Paper FPL-RP**, 1986

**Handbook of Work Stress** Julian Barling, E. Kevin Kelloway, Michael R. Frone, 2004-09-22 Questions about the causes or sources of work stress have been the subject of considerable research as well as public fascination for several decades. Earlier interest in this issue focused on the question of whether some jobs are simply more inherently stressful than others. Other questions that soon emerged asked whether some individuals were more prone to stress than others. The Handbook of Work Stress focuses primarily on identifying the different sources of work stress across different contexts and individuals. Part I focuses on work stressors that have been studied for decades, e.g., organizational role stressors, work schedules, as well as stressors that have received less empirical and public scrutiny, e.g., industrial relations stress, organizational politics. It also addresses stressors in the workplace that have become relevant more recently, e.g., terrorism. Part II of the Handbook covers issues related to gender, cultural or national origin, older and younger workers, and employment status, and asks how these characteristics might affect the experience of workplace stress. The adverse consequences of these diverse work stressors are manifold, and questions about the possible health consequences of work stressors were one of the major historical factors prompting early interest and research on work stress. In Part III, the individual and organizational consequences of work stress are considered in separate chapters. Key Features: Affords the most broad and credible perspective on the subject of work stress available. The editors are all prominent researchers in the field of work stress and have been instrumental in defining and developing the field from an organizational, psychological, and organizational behavior perspective. International contributors are included, reflecting similarities and differences from around the world. Chapter authors from the United States, Canada, England, Sweden, Japan, and Australia have been invited to participate, reflecting most of the countries in which active research on work stress is taking place. The Handbook of Work Stress is essential reading for researchers in the fields of industrial and organizational psychology, human resources, health psychology, public health, and employee assistance.

**Digital Transformation and Sustainability of Business** Sai Kiran Oruganti, Dimitrios Karras, Srinesh Thakur, Janapati Krishna Chaithanya, Sukanya Metta, Amit Lathigara, 2025-05-20 It explores the integration of digital technologies into business models.

offering innovative approaches for sustainable growth This comprehensive guide delves into case studies and strategic frameworks that align digital transformation with environmental and economic sustainability It presents actionable insights on overcoming challenges leveraging technology for efficiency and fostering a competitive edge Designed for industry leaders researchers and policymakers the book provides evidence based strategies supported by real world applications making it an essential resource for those looking to drive meaningful change in today s evolving business landscape

**Organizational Culture** ,2024-01-31 This book elaborates on organizational culture change supported by technology More specifically it goes beyond the core meaning definitions and identities of organizational culture It is a profound effort that explores the key elements and factors that drive internal organizational change through a suggested approach to digitalization It presents insight into the realistic organizational world highlighting novel ideas that enrich the understanding of why change is needed It will empower individuals to examine cultural change through different dimensions as well as nurture new publications in different industries and markets It will also spur future investigations of organizational culture change and related economic and social aspects The book unlocks new avenues for various players including organizations policymakers practitioners and researchers It is a valuable addition to the literature presenting an impressive body of knowledge on the technology driving cultural change The book follows an easily readable format and is professionally written It includes nine chapters that help readers understand the core need for organizational cultural change and technology and their increasing significance worldwide *Women's Health, Politics, and Power* Elizabeth Fee,Nancy Krieger,2020-11-25

This collection of essays addresses the broadening array of issues on the agenda of the women s health movements of the 1980s and 1990s just as a previous collection *Women and Health The Politics of Sex in Medicine* gathered contributions from the earlier wave of the women s health movement in the 1970s The papers in both volumes are selected from the *International Journal of Health Services* edited by Vicente Navarro The essays in this volume were originally published in the 1980s and early 1990s Together they present a framework for understanding the struggles over women s health that have occurred in this time period and provide specific analyses of women s health in relation to race ethnicity and class the work of health care the health of women workers international reproductive health sexuality AIDS and public health policy

**Proceedings of the 5th International Conference on the Role of Innovation, Entrepreneurship and Management for Sustainable Development (ICRIEMSD 2024)** Saurabh Gupta,Himanshu Vaishnaw,Manoj Kumar Mishra,2024-12-31 This book is an open access The 5th International Conference on the Role of Innovation Entrepreneurship and Management for Sustainable Development aims to bring together academicians researchers industry experts and students to exchange and share their experiences and research results on all aspects of Innovation Entrepreneurship Management and Information Technologies This conference will provide a premier interdisciplinary platform to all the participants to present and discuss the most recent innovations trends and concerns in the fields of Innovation

Entrepreneurship Management and Information Technology      **Scientific and Technical Aerospace Reports** ,1988

**Global Encyclopedia of Public Administration, Public Policy, and Governance** Ali Farazmand,2023-04-05 This global encyclopedic work serves as a comprehensive collection of global scholarship regarding the vast fields of public administration public policy governance and management Written and edited by leading international scholars and practitioners this exhaustive resource covers all areas of the above fields and their numerous subfields of study In keeping with the multidisciplinary spirit of these fields and subfields the entries make use of various theoretical empirical analytical practical and methodological bases of knowledge Expanded and updated the second edition includes over a thousand of new entries representing the most current research in public administration public policy governance nonprofit and nongovernmental organizations and management covering such important sub areas as 1 organization theory behavior change and development 2 administrative theory and practice 3 Bureaucracy 4 public budgeting and financial management 5 public economy and public management 6 public personnel administration and labor management relations 7 crisis and emergency management 8 institutional theory and public administration 9 law and regulations 10 ethics and accountability 11 public governance and private governance 12 Nonprofit management and nongovernmental organizations 13 Social health and environmental policy areas 14 pandemic and crisis management 15 administrative and governance reforms 16 comparative public administration and governance 17 globalization and international issues 18 performance management 19 geographical areas of the world with country focused entries like Japan China Latin America Europe Asia Africa the Middle East Russia and Eastern Europe North America and 20 a lot more Relevant to professionals experts scholars general readers researchers policy makers and manger and students worldwide this work will serve as the most viable global reference source for those looking for an introduction and advance knowledge to the field



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