

***When Work
Doesn't Work Anymore***

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Objectives

- Evaluate the influence of generational characteristics upon the workplace
- Identify the use of strategies for evaluating and managing organizational attributes that contribute to job related stress
- Relate the models of adaptation to the workplace to the process of managing stress at the organizational level
- Discuss the bio-psycho-social-spiritual model as it relates to health and balance in the workplace

When Work Doesn't Work Anymore

- Based upon one author's self-reported account in the 1990's
- Blazed individual trails
- Generation of women (and men) benefited from Women's Movement
- Yankelovich Partners Survey (1995)
 - Only 2% of professional and executive women were “very satisfied” with their work
- Typical “Baby Boomer” Behaviors

When Work Doesn't Work Anymore

- Fortune article (1997)
 - Study of female managers & executives
 - Aged 35 – 49
 - 87% wanted to make a major change in their lives, but weren't sure how to go about it
 - 40% felt trapped
 - 60% were in therapy
 - 46% knew someone who was taking antidepressants

Baby Boomer Generation

- Raised to achieve – high standards
- First generation college expectation
- Known both extremes of poverty and abundance
- Adolescence in the 1960s
- Surrounded by symbols of achievement
 - “best” schools, automobiles, home, neighborhood, technology, gadgets
- Work began to form core of identity
 - “Work to Live” (to supply basic needs) vs. “Live to Work” (to supply material & ego needs)

Baby Boomers

- 1 in 4 Americans is a Baby Boomer
- 1956: More babies born than in any other time in American history
- Largest segment in US population
- 1961 World's Fair: World of Tomorrow
- Promise of moon landing & space travel
- Can't remember life without telephones, television or music players
- Most live in urban environments
- Peace Corps
- Day care pioneer women
- 80% plan to work even after "retirement" age
- A baby boomer turns 50 years old every 18 seconds; turns 60, every 7 seconds
- "Sandwich generation" particularly squeezed
 - Aging parents with younger children result of delayed childbearing
 - Often housed in the same home with three or more generations under same roof

When Generations Collide At Work

Lancaster & Stillman (2010)

- Traditionalists (Born 1900 – 1945)
 - *Build a legacy*
- **Baby Boomers (Born 1946 -1964)**
 - *Build a stellar career*
- Gen X'ers (Born 1965 – 1980)
 - *Build a portable career*
- Millennials (Born 1981 – 1999)
 - *Build parallel careers*

Building a Stellar Career

- Add more and more to list of accomplishments
- Judge worthiness of life by progress toward their list's completion
- The “Life Card”
- Goal oriented – success oriented
- Standards of measure
 - Constantly upgrades value systems
 - Work
 - Family
 - Home

When Work Became Identity

- All Work imbued with meaning & importance
- Changing definition of a “good job” = good worker
- Prestige as well as economic security
- Long Hours = Price to Pay
- “Paying our Dues”
- Self Sacrifice
- Fulfillment, recognition and self-definition
- Tremendous accommodation to work environment

Chasing the Carrot on the Stick

Belief that job will give out rewards

If we incorporate the workplace's values

Community of the Workplace

- Avenue for expression & creativity
- Opportunity to contribute to greater good
- Concept of loyalty & rewards
- Can be supportive to growth
- Intellectually stimulating
- Diverse workplace that engages employees increases loyalty to the organization (Putnam, 2007)
- Teamwork has positive effect upon retention (Manion & Bartholomew, 2004)

Community of the Hospital Setting

- Avenue for expression & creativity
- Opportunity to contribute to greater good
- Demanding physical and mental work
- Rotating shifts, weekends, holidays
- “All other duties as assigned”
- Concept of vocation & recognition for loyalty
 - “10 Year Club” & “Employee Service Awards”
 - Longevity has its rewards – no floating, seniority for premium shifts, preferred vacation slots
 - Traditionally rewards hardiness & playing by the rules

When the Work Doesn't Work ...

- Values clash
- Crisis and pressure mentality prevail
- Cognitive Dissonance
- Politics may thwart progress
- Emptiness, frustration & depression may result
- Willing to be miserable in order to try harder to somehow “make it work”
- Relationship with work: need for expression vs. need to abide by the rules

Theoretical Models

Reality Shock (Kramer & Schmalenberg, 1974)

“Shock , as used in the construct of reality shock, is defined as the unexpected, unwanted, or undesired response of a person, and in the most severe degree, to the intolerable.”

Reality Shock

- Honeymoon: “Everything is wonderful”
- Shock or rejection: “I can’t stand it here; I’m thinking of leaving”
- Recovery: “It isn’t so bad here”
- Resolution: “I like my job and I will stay (Kramer, 1974)

Theoretical Models

Role Transition Process (Gray, 2007)

- Role Preview
- Role Acceptance
- Role Exploration
- Role Discrepancy
- Role Development
- Role Internalization

Phases in Developing Relationships

- Dating
- Commitment to relationship
- Honeymoon
- Disillusionment
- Resolution
- Maturation of relationship

Disillusionment in Relationships

- Important aspect of all relationships (Waller, 1938)
- Follows courtship period
- Couples tend to hide certain characteristics from each other
- Impression management
- Tend to discount information that may undermine the romance or commitment
- Avoid “rocking the boat” until the couple marry or live together when reality is unavoidable
- Resolution: Aim for positivity strivings (Swann, DeLaRonde & Hixon (1994) as a deterrent to divorce or separation

Comparison Between Critical Junctures

- Honeymoon, shock or rejection, recovery and resolution (Kramer, 1974)
- Role discrepancy (Gray, 2007)
- Disillusionment (Twedell & Gray, 2007)

Common Themes

- Turning Point
- Gap between expectations and reality
- Crucial Decision: Dissolve relationship or change expectations

Successful Resolution Strategies

- Maintaining positive perceptions of the partner in a marriage increases satisfaction in the relationship (Murray & Holmes, 1994)
- Role discrepancy is resolved when the relationship is either dissolved or by changing expectations and performance. The role must be developed to be satisfactory to each party (Grey, 2007).

Studer Principles

Hardwiring Excellence (1997)

1. Get rid of low performers
2. Accentuate the positive
3. Make a real connection to employees everyday
4. Say thank you in writing
5. Re-recruit great employees all the time

Studer Principles

Hardwiring Excellence (1997)

"Managing up means positioning your people, products, or company in a positive light," says Studer, who teaches clients how to hardwire the technique into their corporate leadership practices. "Managing up doesn't just happen; you have to *make* it happen in a systematic way. Help employees understand what can happen when negativity is allowed to breed—good people quit and customers leave—and they'll be more likely to stop doing it."

Unresolved Dissonance

- Exhaustion & depression
- Increasingly forgetful & tired
- Chronic lateness, missing deadlines
- Increasing productivity, over-responsibility
- Seeking constant approval – and not getting it from supervisors
- Rewards aren't coming quickly enough
- Overeating/Drinking dependency
- Disregard for personal health
- Texting/cellphone while driving
- Vacation time in bank > time actually taken

Unresolved Dissonance

- Job dissatisfaction is not the same as depression
- Burnout can contribute to depression (Maslach, 1982)
- Depression can contribute to burnout (Glass, et.al., 1993)
- Other factors contribute to depression (Glass, 1993, Sears, 2000)
 - Conflicts, social isolation, paranoia, lack of balance in one's life, medical problems, stress

Links to Job Burnout

Other factors have also been found to relate to high levels of job burnout--these include:

- Experiencing traumatic events on the job (van der Ploeg et al., 2003)
- Confusion, conflict and ambiguity related to job role (Posig & Kickul, 2003)
- Risk and safety factors (Leiter & Robichaud, 1997)
- Being undermined by a supervisor--or believing that the supervisor has undermined you (Westman & Etzion, 1999)
- Low levels of social support (Brown & O'Brien, 1998)
- Inadequate job resources (Lee & Ashforth, 1996)

Recognize Signs of Stress

- <http://www.drrahe.com/products.php>
- Holmes-Rahe Life Stress Inventory (1967)
 - Death of a Spouse (100)
 - Divorce (73)
 - Marital Separation (65)
 - Jail Term (63)
 - Death of a Close Family Member (63)
 - Personal illness (53)
 - Trouble with Boss (23)

Recognize Signs of Stress

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Scores

0-150 You have had a relatively low amount of life change and have a low susceptibility (up to 30% probability) to stress-related illness.

151-299 You have had a moderate amount of life change and a have a moderate likelihood (50%) of experiencing a health change.

300+ You have experienced a large number of significant life events and have a greatly increased risk of stress-related illness.

Tough Questions to Ask

- Re-connect with your private & personal spiritual core values
- “Did I do what I wanted to do with my life?”
- Understand your own & your family’s limits
- Reconcile self worth
 - What were your dreams for a career in your early life?
 - What is truly important to you now?
 - Write your own obituary

Assess the Workplace

- Assess the workplace
 - Does it measure up to your core values?
 - Opportunities for shared decision making
- Change idea of “success”
- Periodically check balance sheet
 - Work vs. play
 - Other time vs. own time
- Family Matters in the Workplace

Implications for Nursing

- Critical thinkers are likely to fail *in the wrong workplace*
- *The Emperor Has No Clothes* Phenomenon
- Juncture presents choice:
 - To “fit in” means to suppress critical thinking
 - To “critically think” means to challenge the status quo
 - Who Moved My Cheese?

Restoring Balance & Harmony

- Live by what you treasure
- Join & support professional associations
- Transform the world by starting with ourselves
insert stuff from projecting professionalism
- Rearranging our lives, a la Extreme Makeover
- Never put all of your professional eggs into one basket – the workplace
- Mentor newer Generation X-ers

Bio-Psycho-Social-Spiritual Model of Health

Holistic Health



(Maloof 1996)

Bio-Psycho-Social-Spiritual Model of Health

Engel, 1977

- All aspects impact upon a person's level of functioning
- Workings of mind = Workings of body
- Incorporates the perception of health and threat of disease
- Includes social, spiritual & cultural factors
- Strive for balance