

Urban Governance and Development Management (UGDM)
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Lecture – 57
Stress Management

Welcome to lecture 57 in this lecture we are going to discuss stress management. In the last lecture we discussed various aspects of time management we have seen that the time can be structured and prioritized based on the importance and the urgency. And we have seen that the type the activities which we do which is not very much urgent but important that should be given much more priority in everyday work.

But in practically in a practical situation in reality there are situations who do not let us give our priority to the desired job. And as a result sometimes it can generate stress more than what we need in our and as a result we become stressed and worried and it effects our personal life professional life and health also. So, therefore it is also important in todays life that how to manage those stress condition and situation in workplace and personal life both.

That is also important in general especially for the city managers who are working in the city. The job pressure is much more than any other smaller organization the simple reason is that since it is a local level government and it is a government which is run by the people's representative. There is always a pressure from the people and the public organizations to deliver or to execute the projects in day to day basis.

Therefore, the pressure or the demand and the expectation of the city manager the job situation is much more. Therefore, it is likely that the amount of stress is will be more at the same time the compensation remunerations and the environmental and motivational factors are much more concern in some of the municipalities and in the urban local bodies. Therefore, stress management has become a very crucial and challenging subject into todays time.

That is why we are going to discuss about stress management under the urban governance also. Now in this lecture we are going to discuss.

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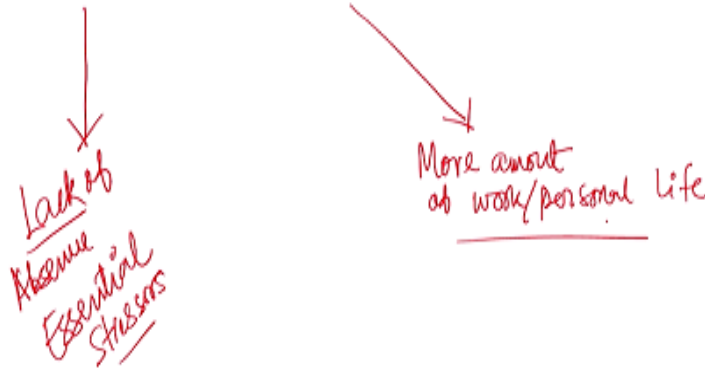
- ❖ Eu-stress and Dis-stress
- ❖ Identify stressors ✓
- ❖ Time-stress interactions
- ❖ General Principles of Stress Management

The element of Eu-stress and dis-stress and then we will discuss how to identify these stressors the interaction between time - stress and some general principles of stress management. Definitely this is not going to be a specialized course and stress management. But this is going to give you some aspect of stressors in your workplace especially for the city government and how to manage the stressors in your professional and personal life.

So, let us start now all of us we need to have some activities in our life to for the better life. Now think about the situation where we do not have any activity we do not have any anything to be to execute anything to deliver those kinds of situation does not give us any task in front of us to do. And at those situation we become like a without stress and that becomes a problem sometimes those kinds of situations are called Eu-stress. That is, we do not have any kind of stress or activity in your life.

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Eu-stress and Distress



So, Eu – stress is basically the lack of or sometimes absence of some essential stressors so stressors may not be always harmful to you. Some of us who have who are working in the office who have a job we have a family so think about the situation that you neither you have a job neither you have a family so no stress is there. So, this kind of situation is also not expected and not desirable.

So, those kinds of situations is called Eu-stress at the same time when there is a stress more than what is there so more amount of work or personal life stress that become sometimes unbearable and the amount of stress which is a there in our life and the capacity to take the stress is a unmatching. So, in those kinds of situation we are sometimes stressed and we are worried and it affects our health.

Those situations are called distress so you stress is the lack of stress and stressors and these stress is the extra or overburden of these stressors in our life.

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Psycho-somatic ailments due to stress

High blood pressure	Asthma
Angina or chest pain	Chronic fatigue
Heart attacks(M.I)	Anxiety
Tension headache	Phobias
Migraine	Irritable bowel syndrome
Backache	Peptic ulcer
Shoulder pain	Insomnia
Spondylosis	Depression
Palpitation	Premenstrual syndrome in
Allergies	

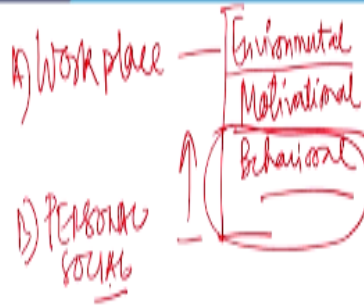
+ Conditions

Then we will discuss that because of the distress and Eustress there could be psychosomatic ailments or the diseases like I know these conditions high blood pressure some angina or chest pain heart attacks headache due to tension migraine backache shoulder pain spondylosis palpitation allergies. Not only that there could be asthma chronic fatigue anxiety phobias irritable bowel syndrome peptic ulcer insomnia depression and so many.

So, many so this is nothing new to this that can be many more that these are the conditions due to stressors. Now this is not a disease these are the conditions arise due to non management of the stressors in our life. So, be aware about the conditions if some of you have this condition due to workplace stress or otherwise then be aware and dig the adequate and essential actions. Because of that now let me discuss that what is the type of stressors in your life? Can you identify the stressors or what kind of stressors are there in your life?

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Identify the Stressors



It can be your workplace stressors and in the workplace what is this stressors? Is it environmental? Please recall our discussion when we discuss the capacity building component in this course. When we discuss that there could be environmental motivational and behavioural sometimes the office situation may not give you much more stimulation much more exciting environment and that environment can hamper your performance.

Is it motivational? Maybe you were working but you are not getting the compensation on the remuneration based on your competency Is it behavioural? Maybe that you need a little more training a little more capacity building in terms of knowledge and skill to do some particular work and right now you are not able to do eat and to compete with others and because of that you are getting stressor.

So in the workplace stress please identify the type of stress is definitely in environmental and motivational stressors unless you are the office boss or the chief executive you do not have much to do with this. But definitely in the behavioural factors definitely you can improve your yourself with the self development and self upgradation and environmental and motivational factors.

Also if you are the chief executive or the political executive who has the decision making powers definitely you can contribute in this to improve the official situation in organizational situation. Apart from the workplace they could be a life personal life or social life. So, please try to

identify this tracer in the workplace or personal life it may be due to friendship it may be due to the family members it may be due to your other acquaintances.

So, please identify those which is making you stressed and making you worried making you fearful making you anxious and making you physical conditions of which I discussed earlier. So, identification of the stressors is important at the first stage of this stress management.

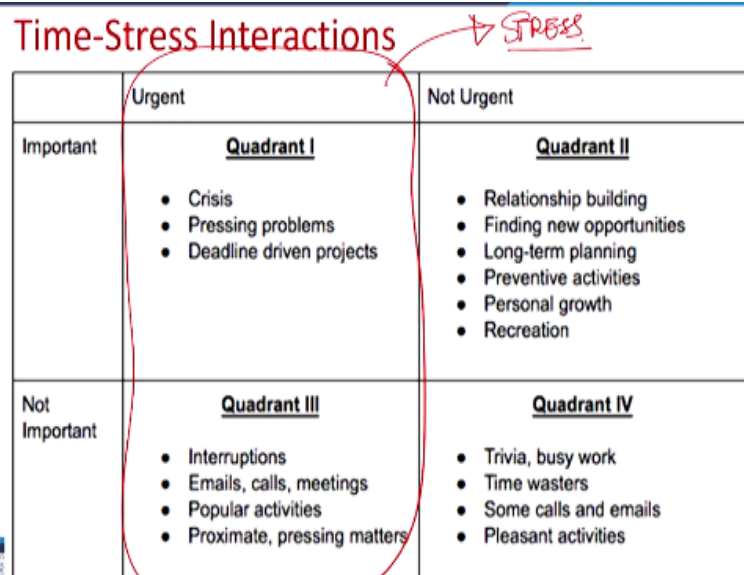
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Now this is what one quotation I liked and wanted to share with you that what happens to use the 10% and mostly it is the 90% what to respond to you. So, it is because basically you what you act and 10% is what comes to you so it is basically the stimulus and it is a response. So, basically the stress management of life including the workplace and personal life depends on the how you respond to these situations.

And which is I being 80 to 90% share of the overall stress management so please take a mental note that it is not the environment which is making you stressed. It is the situation where you are unable or you are responding to the situation differently and you can change it. You can definitely revise it master it and can come out from those kinds of stressful situation and now I talk about the time stress introduction in the last lecture we discussed this.

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The time quadrants quadrant 1 quadrant 2 quadrant 3 quadrant 4 now stress what will stress generate? If you have more number of urgent situations like so urgent work gives birth to the stress. I was involved in some kind of capacity building and training activities I just share my story the people who are working in the local bodies sometime they use to share their story that due to the origin job.

They are not able to sit in their office chair even for 1 hour during the office day even if he is an office person. So, that is the situation at the local level sometimes it does not lead them to sit even in their chairs. There are not able to take their lunch properly if they are involved in so many urgent important and non - important job. This is the situation another situations somebody shared with me that even their personal life is hamper during their personal time.

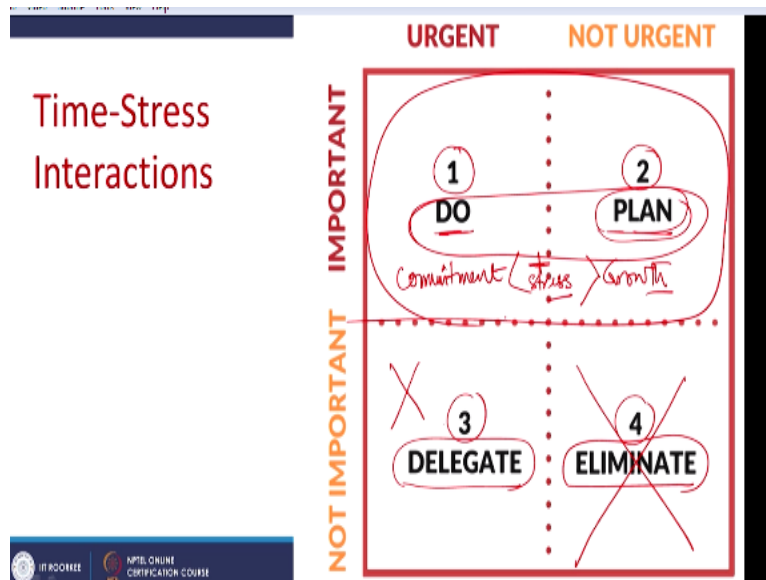
When they are spending time with their family their friends they get call from the political executive they get call from the common people for resolving some issues resolving some work. So, those kinds of features and definitely make the life stress full so the quadrant 1 and 3 jobs are basically the source of main stressful work and lack of or absence of quadrant 2 to work. Also some makes depression and depression in your mind.

That I am not able to do some important job in my life because I am completely involved in so many useless jobs throughout the day that also happens at time so be careful about the time and

stress interaction so the more time is given to quadrant 1 or 2. You are about you are going to be stressful now the question is how to come out with this. One way is that quadrant 2 we have to give priorities.

But practically let me tell you that what you can deal with this to manage the stress.

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Now this is another matrices which is related to time stress, interaction and this is matrices the quadrant 1 quadrant 2 quadrant 3 quadrant 4. Now please see the key word which is given here. The quadrant 1 definitely you have to do because most of the urgent and important work will come from your supervisor your office your employer because you have to do it and it may not come. You should not blame other that it is not coming to you with a prior notice.

It is coming to you as an urgent basis you have to do it to save your job in most of the cases but plan the not urgent but important job. That is what you can do and if you can do this we will probably you are you can maintain your professional commitments and the professional growth boards. So this is the commitment and this is the growth which growth and as a result this will generate some positive stress in your life positive strength.

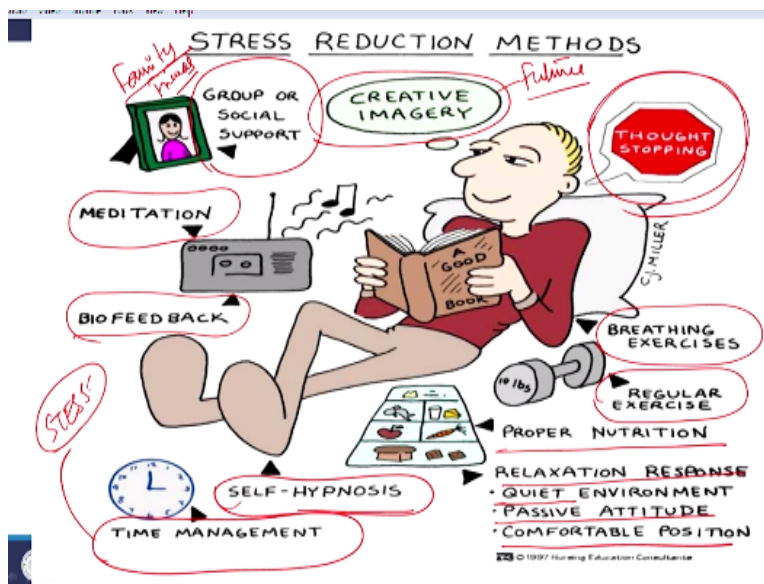
That is the Eu-stress stress condition which is basically a positive stress without which you cannot survive. On the other hand, the quadrant 3 and quadrant 4 which is basically a delegate

and eliminates this kind of job has to avoid now quadrant 3 job which is urgent and not important. You have to delegate to other person who can do but try to delegate as much as possible but 100% may not be possible.

And quadrant 4 definitely has to eliminate it we have to just come out with those kinds of jobs which will come as a not important and not urgent. You cannot do it so I just make a big cross in the quadrant 4 and also across in the quadrant 3 so limit your work mostly on the quadrant 2 and quadrant 1. That is the way out that you can focus on your commitment and the growth of your personal and professional life.

And which will definitely distress you and make you some positive stress condition.

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Now I tell you some general stress management principles based on some graphics now I found this graphics very useful instead of giving some light region text I just wanted to show you some broad principle. Now you have just tried to see the write-ups the one is that you can see that first is the thoughts topics sometime. Sometime when you are at home you are thinking about office or when you were at office you are thinking about your home.

So, this kind of disturbance in the thought is sometimes a disturbing us into and making much more stressful so please stop those kind of cross thoughts. And one method to stop those kinds of

thoughts is you can do the breathing exercise. Regular exercise is important for your health and mind and also you can do meditation at your own style definitely you do not have to follow any Godman for the meditation.

Meditation is nothing but concentrating your mind to some job or to some element you can meditate to your work meditate to your follow up the family meditate to your own personal activities which you like. You may like to draw painting you may like to make sketches you may like to sing you may like to play football. Whatever you like you can that itself becomes a meditation meditative activity.

Then create imagery so therefore basically you can think about the future and right ideas about that and also make your group or social support. The family is very important social support which we have apart from the family they are could be friends but spending so much time in social media does not help you. It is basically waste of the time you have to spend the time with friends and family actively.

Maybe in the weekend maybe during the holidays time and also some kind of bio feedback that way that you are physically and mentally how you are reacting with the distressful situation. That also you can take like the essential checkups essential parameters you can check so that you can assured that your health and physic and mind is working fine. And at the same time you need proper nutrition relaxes relaxation.

Sometimes you need silence sometimes you should ever do passive attitude and you should be in comfortable position and sometimes you concentrate and meditate so that it can be an any hypnosis situation and also it is related to time management as I told you. So, time management is linked to stress so these are over all principles which you can add up to your daily discipline or daily activity of your life which will help you now let me tell you that.

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When Dealing With a Crisis—Ask Questions:

- What did I do or not do to create this crisis?
- How did I allow myself to be distracted?
- How did I waste time?
- Are there unresolved problems that will create future crises?
How do I resolve them?
- What role did conflict with others play in the situation?
- What did I learn from this situation?
- What steps can I take to prevent this situation from happening again?

What kind of crises you face in your office else situation organization situation and in the crises sometimes we will feel as a helpless or kind of pessimistic attitudes are there now in the during the crises please think this questions whether you were the part of this crisis to create? So, how did I allow myself to be distracted? Can you, can you be distracted from the crisis? Did you waste your time?

Is there any unresolved problems which made the crises or which will make the future crises and how you can resolve that crisis and what kind of role and the completely situations are there which is making the crisis and what you can do and what is your overall learning from the crisis situation so that you can ever heard the crisis situations and make plan and make a proactive actions for that?

And what kind of actions will prevent the situation now crisis is basically your failure to plan for the future situation so in the earlier slides I told you that make imagery. Imagery means try to foresee the consequences of any action or responses what you have done in your official situations or in your personal life. So, if you can foresee you can perceive and you can anticipate then you can plan for it.

You can make proactive actions and then only you can prevent the crisis and the amount of crisis situations will be much less if you plan for it next I tell you that.

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Managing typical stress of City Managers

- Be clear and clarify your job, role and expectations
- Avoid pleasing everybody
- People or public interest first
- Follow written orders avoid political instructions
- Maintain files and diaries
- Proactive
- Collaborate

Typical stressors which can be there for the city managers who are working at the urban local bodies so as the urban local bodies. As I told you that demand is much more than any other organization so you have to be clear and if it is not verify your job role and expectations. Sometimes your job is clear but your role is not clear because some other person is asking for some other job.

But in some situations you have to satisfy those kind of expectation I tell you some situation in the first generation planning activity when urban planners were deputed to municipalities for making urban planning jobs but apart from the urban planning job in some municipalities since they were the only technical person did the municipal executive the political executive they tried to ask them some other technical matters.

So, that they can give input in financial matter in engineering matter so it is the role of the technical person to go beyond the comfort level and take the additional role so that they can satisfy their organization but sometimes it can be beyond their capacity. So, think about the expectation and specify the expectation of the others that how much you can fulfil how much you cannot and then avoid pleasing everybody.

You cannot please everybody because the urban governments and the local governments are a political system and political organization basically. And under that political umbrella the whole organization work. So, your focus should be on work and day to day activity and execution of the projects so you cannot please everybody because they are representation of various peoples group and various political representatives.

So, whenever you are working on a chair you are unbiased and you are rational to the job which is required for the people not for any political party not for any vested interest group. Then your interest for the people and public should be first not private interest that should be your priority. And whenever you are working day to day basis you should follow the written order sometimes you get the unwritten orders which comes as a telephone call or as a direct instruction.

And if may find those kinds of instruction and orders not viable or not legitimate and in that case you can ask for order. So, this is the way you can manage those kinds of stressful situation and the urgent situations. Then maintain files and dairies it is important in some of the municipalities and the local governments I have seen that the number of files is so huge and it is very difficult to track between the projects track between the activities and services.

So, maintain the files and the dairies properly and make notes in the diary so that you can definitely own system and the municipal system and slowly and gradually convert the files to e-formats to electronic format. So, that number of papers number of documents can be less and many organizations even a local government organizations also they have converted from office to the paper based office to a paperless office.

So, that kind of gradual shift is required and you can do that change and then it should be proactive to proactive and preventive to avoid the crisis situation. And the urgent situation and collaboration is important if the collaboration with the people if you are a technical person like engineer or urban planner you should understand the financial matter. You should talk with the persons who are dealing the financial matter.

You should collaborate with the similar person working in the other organization you should collaborate with the people who are working in the higher level organization or the lower level organization. So, collaboration is important to share the risk factor to share the stressors in the organizational set up then use peer pressures during my experience in capacity building activities sometimes I asked one very successful executive that how you manage political execute.

So, he said that political executive have the mandate given by the people so they are accountable to the people. So, if for any decision making if they cannot convince you political executive they make peer pressure from the other representation from the group from the community from the Islam people so that the political execute can understand that yes, whatever he is or she is thinking that could be different.

What the people of the common people is expecting so those kinds of pressure peer pressure also sometimes reduce your stress and reduce your conditions which makes the crisis and the urgent situation.

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Setting Priorities at Home

- What kind of relationship do I want with my spouse or significant other?
- What examples do I want to set for my children?
- What is important to our quality of life?
- What do we need to do to have the kind of life that reflects what we think is important?

Not only that you can apart from the official situation you can set some priorities at your home focus on relationship focused on your childrens and focus on your importance and the quality of life and focus on the kind of life that reflects what we think is important. So, the priority matters in your home.

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Establish House Rules

- Tell them the reasons
- **Encourage** everyone to help set guidelines
- Let people pick and **own tasks** they want to do
- Don't get into **arguments** regarding chores
- Don't get into **blame games** —everyone is responsible for his/her behavior
- Be **consistent** — *Time-quality*
- Be **flexible** and **reasonable**
- Be aware of **TV**

And not only priority you need to establish house rules like some kind of reasoning some kind of legitimacy is required to make the house running and the job of each and every members what you have in family and encourage everyone the seniors the juniors everyone and help them to set guidelines for their job and task and let people pick and own their task. They want to do if you instruct somebody even if it was children to do something they may not agree.

Sometimes if you facilitate them if we enable them and if you encourage them to choose between the alternatives and follow that with the time schedules sometimes it helps to maintain the work because if it is decided by the person itself. They own the task and they can do in a better enjoyment better satisfaction and it is better to have heard the arguments and blame games also and be consistent with giving time and quality time with the family.

So, basically the time quality is important I was seeing some screenshots in a few days back that in some countries the school going childrens they have protested organizationally institutionally that against their parents that parents are most of the time in the home. They are either seeing the mobile phones or they are involved in the facebook or any other social media but they are not giving the time to the children.

So, be consistent with giving quality time with the childrens and the family be flexible and reasonable with the family members and the activity and also be aware of the TV. TV is ultimately time waster but some amount of time could be given to the TV for the childrens and the family members. So, based on this UCL and the rules related to general stress management in your official establishment and the house rules it will help you.

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Discussion

- Make some commitments as to what you want to do to get better control of your stress and your time
- Write them down
- Discuss with your group
- Focus on what you will do differently, and how you will sustain your efforts

OFFICE HOME

→ Continuous growth

Now I just give you some key words about the commitments at office and home both are important because commitments and responsibilities differentiate you with your priority and you can write down them. I have told you to maintain some diaries discuss with your group and the family member and you can sustain. And so this is basically the continue the objective of saying this is basically continuous growth and it cannot be achieved.

If you only want to grow in your professional life throwing away the personal life and it is not so not possible to grow only in the personal life unless you have a significant or a legitimate professional engagement. So both our regret and a balance is important. Therefore, the key message here is that balance is the key to life so you have to develop your own methodologists own principles whatever we discussed in general.

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Own principles of maintaining balance



But you have to develop your own principles of maintaining balance so with this I would like to summarize today's lecture. In today's lecture we discussed various aspects of stress management. We told that there is some amount of stress which is required for the day-to-day life. Without that we cannot live. Those kinds of stresses are positive in nature which is called Eustress and condition.

Without that Eustress condition it is also a very not so desired condition and that could be a situation where because of the large amount of stress we will develop some kind of physical condition or medical conditions. That we should avoid and stress as a direct relation with the time management and the priority of the job. And we told you that quadrant 1 and quadrant 2 should be given the most important priority in terms of the activity.

And we should delegate the quadrant 3 activities and quadrant 4 we should be avoided to avoid the stress and not only that we told you that you have to be proactive. We have to be a discipline. You have to be maintaining your health. Mind everything through regular exercise, a balanced diet, a meditation, and a regular exercise. Those kinds of activities will help you to avoid to get away from the stress and plan for your better life.

And at the end we concluded the discussion that a balance between your professional life and personal life is also important and also we touched upon some of the points which is making

the stressful situation. Especially for the city manager and how to come out with this stressful situation that also we discussed. In the next lecture we are going to discuss some best practices.

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Next LECTURE

58. Best Practices in Urban Management

In urban management some of the practices we discussed during the lecture but definitely in this lecture we are going to explain and demonstrate a few best practices which will become an iconic and example and encourage you to do better job at a workplace. So, thank you very much for attending.