conditions is considerably below the norm. These three concepts—control, commitment, and challenge—are central to the development of a variety of management skills, and are crucial for mitigating the harmful effects of stress ***(Cowley, 2000; Kobasa, 1979, 1982).*** Confidence in one's own efficacy produces low fear of failure, high expectations, willingness to take risks, and persistence under adversity ***(Anderson, 1077; Bandura 1997; Ivancevich & Matterson, 1980; Mednick, 1982; Sorenson, 1998),*** all of which contribute to resiliency under stress. Holding a positive self-regard or having a high core self-evaluation score is strongly related to psychological resiliency ***(Judge & Bono, 2001).***

Feeling part of a group, feeling cared about, and feeling trusted by others engender norms of cooperation and commitment and encourage constructive response to stress ***(Bandura, 1997)***. By contrast, a different complex of personality attributes, the so called Type A syndrome, is associated with reduced hardiness and higher levels of psychological stress.

The Type A Personality: A second important aspect of psychological resiliency relates to a personality pattern many individuals develop as they enter the competitive worlds of advanced education and of management. By far, the most well known connection between personality and resiliency relates to a combination of attributes known as **Type A personality.** For more than four decades, scientists have been aware of a link between certain personality attributes and stress-related behavioral, psychological, and physiological problems such as anxiety, deteriorating relationships, and heart disease ***(Friedman & Rosenman, 1974).*** This Type A sense of urgency, of being able to overcome any obstacle by working harder and longer, works against the ability to develop psychological hardiness. When stressors are encountered, arousal levels increase, and the tendency to combat them by increasing arousal levels, or effort, even further. But at high arousal levels, coping responses become more primitive ***(Staw, Sandelands, & Dutton, 1981; Weick, 1995)***. Patterns of response that were learned most recently are the first ones to disappear, which means that the responses that are most finely tuned to the current stressful situation are the first ones to go. The ability to distinguish among fine-grained stimuli actually deteriorates, so the extra energy expended by individuals trying to cope becomes less and less effective. ***Weick (1984, 1995)*** pointed out that highly stressed people consequently find it difficult to learn new responses, to brainstorm, to concentrate, to resist relying on old non-adaptive behavior patterns, to perform complex responses, to delegate, and to avoid the vicious spiral of escalating arousal. Resiliency deteriorates.

The Small-Wins Strategy: ***Kuhn and Beam (1982, pp. 249-250)*** illustrated the power of small wins. An effective antidote to the Type A escalation problem is working for "small wins" where in individuals work for incremental accomplishments rather than trying to achieve a major milestone or "hit a home run," they consciously remain sensitive to the progress they are making, they can celebrate victories, and they can develop a sense of making progress, all the while coping with a major stressor. Research clearly demonstrates that a small-wins strategy is superior to a strategy of trying to cope with stressors in large chunks ***(Weick, 1984, 1995).***

Deep-Relaxation Strategies: In addition to a small-wins strategy, a second approach to building psychological resiliency is to learn and practice a deep-relaxation technique. Research demonstrates a marked decrease in Type A personality characteristics for regular users of meditation and deep-relaxation techniques. Using the automotive analogy, individuals who use deep-relation technique exercises find that when stress occurs, their "engines" don't rev up as

high, and they return to idle faster ***(Curtis & Detert, 1981; Davis, Esthiman, & McKay, 1980; Greenberg, 1987).***

These techniques differ from temporary, short-term relaxation techniques. They include meditation, yoga, autogenic training or self-hypnosis, biofeedback, and so on. Considerable evidence exists that individuals who practice such techniques regularly are able to condition their bodies to inhibit the negative effects of stress ***(Beary & Benson, 1977; Cooper & Aygen, 1979; Deepak, 1995; Delibeck & Shatkin, 1991; Orme-Johnson, 1973; Stone & Deleo, 1976; Yogi, 1994).*** Most of these techniques must be practices over a period of time to develop fully, but they are not difficult to learn.

III. Social Resiliency: The third factor moderating the harmful effects of stress and contributing to resiliency involves developing close social relationships. Individuals who are embedded in supportive social networks are less likely to experience stress and are better equipped to cope with its consequences ***(Cordes & Dougherty, 1993; Lehrer, 1996; Singh, 1993).*** Supportive social relations provide opportunities to share one's frustrations and disappointments, to receive suggestions and encouragement, and to experience emotional bonding. Poignant testimony to the value of social support systems during periods of high stress comes from the experience of soldiers captured during World War II and the Korean and Vietnam wars. Aside from personal friendships or family relations, two types of social support systems can be formed as part of a manager's job. One is a mentor relationship; the other is a task team. Most individuals, with the possible exception of the most senior managers, can profit from a mentoring relationship. The research is clear, in fact, that career success, work satisfaction, and resiliency to stress are enhanced by a mentoring relationship ***(Bell, 1998; Hendricks, 1996; Kram, 1985)***.

Many organizations formally prescribe a mentoring system by assigning a senior manager to shepherd a younger manager when he or she enters the organization. With rare exceptions, when the contact is one way, from the top down, these relationships don't work out ***(Kram, 1985).*** Smoothly functioning work teams also enhance social resiliency. The social value of working on a team has been well documented in research and there are reviews of the same ***(Dyer, 1987; Katzenbach & Smith, 1993).*** The more cohesive the team, the more support it provides to its members. Members of highly cohesive teams communicate with one another more frequently and more positively and report higher satisfaction, lower stress, and higher commitment levels than do individuals who do not feel as though they are part of a work team ***(Lawler, Mohrman, and Ledford, 1992).***

SUMMARY AND CONCLUDING COMMENTS

Eliminating sources of stress and developing resiliency to stress are the most desirable stress-management strategies as they have a permanent or long-term effect on our well-being. However, the occurrence of stressors is sometimes beyond our control so it may be impossible to eliminate them. Moreover, developing resiliency takes time, so sometimes we must use temporary reactive mechanisms in order to maintain equilibrium.

Although increased resilience can buffer the harmful effects of stress, we must sometimes take immediate action in the short term to cope with the stress we encounter. Implementing short-term strategies reduces stress temporarily so that longer-term stress-elimination or resiliency strategies are largely reactive and must be repeated whenever stressors are encountered because, unlike other strategies, their effects are only temporary. Five of the best-known and easiest to learn

techniques are: ***Muscle relaxation*** and ***deep breathing*** that are physiological and imagery and fantasy, rehearsal, and reframing are psychological. Muscle relaxation involves easing the tension in successive muscle groups. Deep breathing is done by taking several successive slow, deep breaths, holding them for five seconds. ***Imagery and fantasy*** eliminate stress temporarily by changing the focus of one's thoughts. Imagery involves visualizing an event, using "mind pictures." An increasingly common practice for athletes is to visualize successful performance or to imagine themselves achieving their goal. Research has confirmed both the stress-reduction advantages of this technique as well as the performance enhancement benefits ***(e.g., Deepak, 1995).*** Using ***rehearsal*** technique, people work themselves through potentially stressful situations, trying out different scenarios and alternative reactions. Appropriate reactions are rehearsed, either in a safe environment before stress occurs, or "off-line," in private, in the midst of a stressful situation. Reframing involves temporarily reducing stress by optimistically redefining a situation as manageable. It serves as a key to developing "hardiness" and "emotional intelligence".

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