Tips to Reduce Everyone’s Stress and Increase Satisfaction

1. Reduce, Clarify, Legitimize Demands, e.g.
   - Clarify priorities with employees individually and as a team
   - Clarify who does what, with whom and by when in consultation with employees whenever possible
   - Explain where the work demands are coming from [it’s often not obvious to non-managers] and establish what is reasonable
   - Be a champion for finding extra resources to get the work done

2. Increase Control, e.g.
   - Delegate decision-making to individuals where feasible
   - Allow people discretion in deciding how they will accomplish their work whenever you can
   - Be a good workload management coach to establish boundaries between essential work and things that can wait

3. Reduce Effort and Strain, e.g.
   - Ensure staff are taking holidays that are due to them and encourage a healthy work/home balance
   - Engage staff in the redesign of work processes to reduce effort and strain
   - Champion investment in technology and high quality training & development to augment staff competency and capacity
   - Help those who work together and report to you maintain a fair division of labour

4. Increase Rewards, e.g.
   - Provide new learning opportunities
   - Offer interesting and challenging assignments if and when possible
   - Give or recommend promotions when deserved
   - Celebrate achievements, even small ones, regularly
   - Give regular, positive feedback on work well done
   - Be constructive in criticism [use the 4:1 principle]
   - Know what each employee in your work unit finds rewarding