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## 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