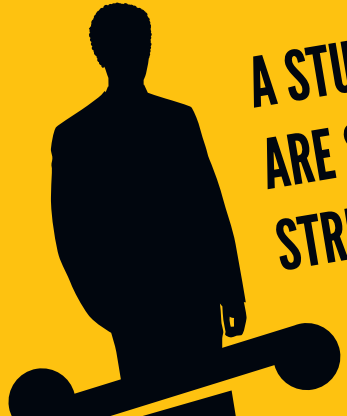


A STUDY BY EVEREST COLLEGE SHOWED THAT MORE THAN 80% OF AMERICANS
ARE STRESSED ABOUT THEIR JOBS, AND 75% OF PEOPLE SAID THE MOST
STRESSFUL ASPECT OF THEIR JOB IS THEIR IMMEDIATE BOSS.



STRESS IS KILLING YOU

Although most people accept bad bosses as an inevitable part of work, the chronic stress they cause costs companies 105 million lost working days and \$300 billion annually. Why do bad bosses stress their employees out so badly, what is the human cost of that stress, and what can we do about it?

UNDER PRESSURE

80

Percentage of Americans who are stressed about work

11

Percentage of UK residents who have considered visiting a doctor about stress

49

Percentage of women who say they suffer from stress

39

Percentage of men who say they suffer from stress

44

Percentage of adults who say their stress level has increased in the past five years

STRESS IN THE WORKING WORLD IS AT EPIDEMIC LEVELS.

According to the American Psychological Association, money, health, relationships, poor nutrition, media overload, and sleep deprivation all contribute to our tight shoulders and upset stomachs. But nothing gets to us like a crappy boss. Why?

PEOPLE HAVE THREE OVERRIDING NEEDS THAT GOVERN THEIR LIVES:

1. **Getting along** – people need acceptance and respect, and they dread criticism and rejection
2. **Getting ahead** – people need status and the control of resources
3. **Finding meaning** – people need structure and predictability in their lives, and find the lack of structure to be stressful.

Bad managers criticize and ostracize their employees, micromanage and strip them of autonomy and support, and behave erratically, keeping their employees in a constant state of stress. Along with causing low engagement, increasing turnover, and making their employees miserable, bad bosses, and the chronic stress they cause, might be killing us.

PSYCHOLOGICAL EFFECTS

CONFUSION
DIFFICULTY
CONCENTRATING
DECREASED SEX DRIVE
DECREASED CONTACT WITH
FAMILY & FRIENDS

INABILITY TO
PROBLEM-SOLVE
FRUSTRATION
APATHY
FORGETFULNESS

ACCORDING TO THE AMERICAN
PSYCHOLOGICAL ASSOCIATION,

63%
OF PEOPLE

EXPERIENCE
PSYCHOLOGICAL
SYMPTOMS OF
CHRONIC STRESS

25

Percentage
of adults who
suffer from a
diagnosable
mental disorder

50

Percentage of
people who will
at some point
suffer from
an emotional
disorder, often
due to chronic
stress

14.8

Million
Americans who
suffer from
depression

40

Million
Americans who
suffer from
anxiety

6

Million
Americans who
experience
panic attacks

**STUDIES SHOW THAT CHRONIC STRESS CAN
INCREASE PEOPLE'S CHANCES OF EXPERIENCING
THESE DISORDERS. YOUNG EMPLOYEES WITH
STRESSFUL JOBS ARE TWICE AS LIKELY TO
DEVELOP ANXIETY OR DEPRESSION.**

PHYSICAL EFFECTS

PHYSICALLY, THE EFFECTS OF STRESS CAN BE DEVASTATING, AND EVEN FATAL.

The American Psychological Association showed **66%** of people experience physical symptoms of chronic stress, and that **3 of 4** doctor's visits are for stress-related ailments or complaints.

PHYSICAL EFFECTS OF STRESS INCLUDE
SKIN CONDITIONS **DIABETES**

LOWER IMMUNE RESPONSE **DISRUPTED SLEEP PATTERNS**

ARTHRITIS **ASTHMA** **HEADACHES**
HIGHER BLOOD PRESSURE

Chronic stress is also linked to increases in metabolic syndrome, a collection of signs and symptoms – obesity, high blood pressure, and a larger waist size – that increase the risk of heart disease. A Swedish study that analyzed 13 existing European studies covering nearly 200,000 people found job strain was linked to a 23% increased risk of heart attacks and deaths from coronary heart disease.

TAKING STRESS HOME

39

Percentage of adults who report overeating and eating unhealthy foods due to stress



33

Percentage of children who report physical health symptoms associated with stress

30

Percentage of men who increase the amount of alcohol they consume to help them deal with stress

22

Percentage of women who increase the amount of alcohol they consume to help them deal with stress

69

Percentage of parents who said their stress has no impact on their kids

14

Percentage of youth who said their parents' stress doesn't bother them

WHY ARE WE SO STRESSED?

RESEARCH BY HOGAN'S
FOUNDERS, PSYCHOLOGISTS
JOYCE AND ROBERT HOGAN,
AND PSYCHOLOGIST ROB
KAISER SHOWS THAT

50-75%
OF MANAGERS WILL FAIL,

AND A GALLUP STUDY
SHOWED THAT NUMBER COULD
BE AS HIGH AS 82%. WHY
ARE SO MANY BAD BOSSES
MAKING IT TO THE TOP?

MOST ORGANIZATIONS FILL THEIR MANAGERIAL POSITIONS ONE OF TWO WAYS:

1

PROMOTE CURRENT HIGH PERFORMERS

2

PROMOTE PEOPLE WHO SEEM LEADER-LIKE

Unfortunately, research shows that only 30% of current high performers have leadership potential. And, the same bold, attention-grabbing behavior that makes someone seem leader-like to his or her manager tends to alienate subordinates.

52

Percentage of
people who
described their
worst boss as
arrogant

50

Percentage of
people who
described their
worst boss as
manipulative

44

Percentage of
people who
described their
worst boss as
passive aggressive

THE BOTTOM LINE

By improving the quality of their managers, companies can reduce employees' stress, increase commitment at work, increase performance, reduce turnover, and improve customer satisfaction.

SOME STRESS MAY BE AN INEVITABLE PART OF LIFE, BUT THE CHRONIC STRESS CAUSED BY A BAD BOSS CAN CAUSE PEOPLE INCREDIBLE PHYSICAL AND PSYCHOLOGICAL HARM.

IN ORDER TO IMPROVE THE QUALITY OF THEIR LEADERSHIP, COMPANIES SHOULD HIRE AND PROMOTE MANAGERS WHO POSSESS SIX ESSENTIAL CHARACTERISTICS PEOPLE LOOK FOR IN LEADERS:

**INTEGRITY
PERSISTENCE
HUMILITY
VISION
COMPETENCE
JUDGMENT**

SOURCES

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FOR MORE INFORMATION ABOUT HOW YOUR COMPANY CAN IDENTIFY AND DEAL WITH STRESS-CAUSING MANAGERS, CHECK OUT OUR FREE EBOOK, *SO, YOUR BOSS IS A JERK.*