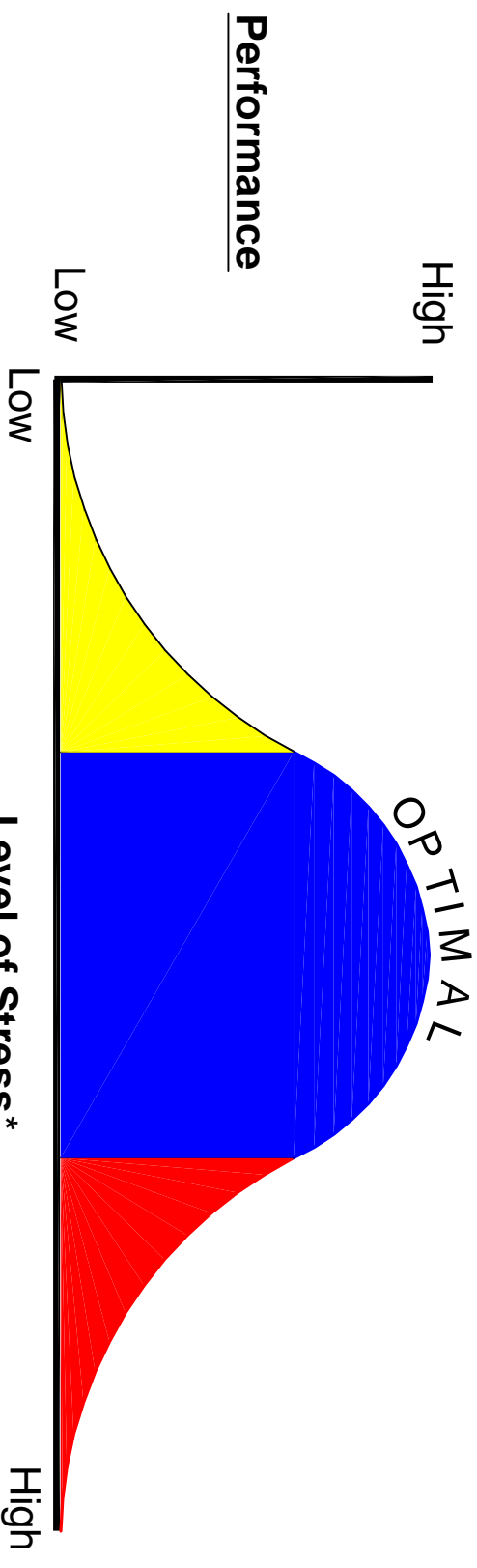


Relationship Between Stress and Performance



<p><u>Level of Stress</u></p> <p><u>Performance</u></p> <p><u>Ability to Adapt to Change</u></p> <p><u>Task v Relationship Orientation</u></p> <p><u>Characteristics</u></p> <p><i>primary behavior</i> <i>view of change</i> <i>employee outlook</i> <i>internal v external focus</i> <i>perspective</i> <i>employee interactions</i></p>	<p>Low (<i>sub optimal</i>)</p> <p>Low</p> <p>Low - customers must adapt to company (<i>adaptation is reversed</i>)</p> <p>Task</p> <p>complacent unnecessary or avoidable [false] sense of security internal processes short-term don't make waves, maintain secure workplace</p>	<p><u>Moderate (optimal)</u></p> <p><u>High</u></p> <p><u>High</u></p> <p><u>Task & Relationship</u></p> <p>enthusiastic as an opportunity active/involved external demands, [esp. customers] balance short & long-term open collaboration between employees, accept feedback</p>	<p>High (excessive)</p> <p>Low</p> <p>Low - perpetually focused on short-term problems</p> <p>Task</p> <p>maniacal overwhelming burned out internal short-term, "putting out fires" argumentative, at odds with each other</p>
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Level of Stress* caused by Recognition of External Demands - The existence of a gap between external demands (e.g., customers, suppliers, competitors) and internal activities is not enough to generate stress for the individual or organization. The level of stress or urgency is only a factor inasmuch as this gap is perceived as being real, imminent and important to the survival of the organization. When a gap exists and it is not fully recognized, stress will be too low, resulting in a lack of need to change procedures. Conversely, excessive stress can lead to poor decision making and loss of control in spite of increased individual efforts.