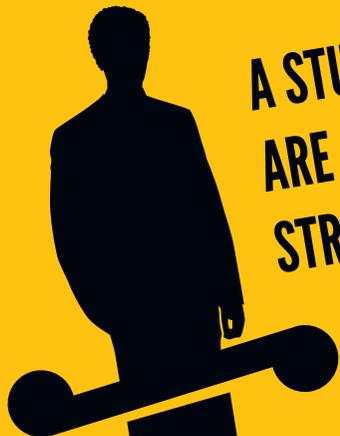


A STUDY BY EVEREST COLLEGE SHOWED THAT MORE THAN 80% OF AMERICANS ARE STRESSED ABOUT THEIR JOBS, AND 75% OF PEOPLE SAID THE MOST STRESSFUL ASPECT OF THEIR JOB IS THEIR IMMEDIATE BOSS.



# STRESS

# IS KILLING YOU

# MILLING

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.

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.

**PHYSICAL EFFECTS OF STRESS INCLUDE**  
**SKIN CONDITIONS** **DIABETES**  
**LOWER IMMUNE RESPONSE** **DISRUPTED SLEEP PATTERNS**  
**ARTHRITIS** **ASTHMA** **HEADACHES**  
**HIGHER BLOOD PRESSURE**

# 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.***