

## 6. Stress

Bill is likely to contribute by:	He may irritate team members by:	He may be irritated by team members who:	He can maximise effectiveness by:
Encouraging innovative approaches to difficult problems  Promoting freedom and variety	Ignoring physical, fiscal, or temporal limitations  Being overwhelmed by petty concerns or details	Expect him to do a task for which he has little interest or motivation  Discourage creativity and the free flow of ideas	Taking time out before burning out  Stepping back to obtain a more balanced perspective

Brian is likely to contribute by:	He may irritate team members by:	He may be irritated by team members who:	He can maximise effectiveness by:
Communicating directly and honestly  Relishing a challenge, especially when it involves theories or systems	Being inflexible or overly committed to an idea or a course of action  Overreacting to unexpected data that does not conform to his mental picture	Appear irrational, illogical, or ignorant  Fail to appreciate his need for uninterrupted time alone	Loosening up, being less dogmatic  Accepting that all plans should be subject to revision in light of reality

Fred is likely to contribute by:	He may irritate team members by:	He may be irritated by team members who:	He can maximise effectiveness by:
Being goal orientated and delivering results on time as promised  Dealing directly with problems as they arise	Being too confident in his own decisions  Being impatient with the speed at which others handle a crisis	Require emotional support and understanding  Behave in an illogical, unpredictable, or disorganised fashion	Soliciting input from a wide range of people  Realising that allowing people time to process difficulties reduces problems in the long run

Julie is likely to contribute by:	She may irritate team members by:	She may be irritated by team members who:	She can maximise effectiveness by:
Clarifying roles, tasks, and expectations  Being a port in a storm; always there, always dependable	Being overly negative and pessimistic  Stubbornly resisting change even when it is well thought out and positive	Produce incomplete or sloppy work that affects the team's performance  Expect her to improvise or imagine abstract outcomes	Taking a more realistic and positive view of stressful situations  Approaching change as an opportunity to lay down new traditions

Stress cont'd

<p><b>Lucy is likely to contribute by:</b>                      Injecting fun and spontaneity                       Keeping everyone energised by fostering variety</p>	<p><b>She may irritate team members by:</b>                      Being overly optimistic                       Overextending then shutting down, thereby breaking commitments</p>	<p><b>She may be irritated by team members who:</b>                      Insist on following the rules, entrenched bureaucracy                       Expect precision of facts and figures</p>	<p><b>She can maximise effectiveness by:</b>                      Carefully examining details and data to come to a more realistic understanding                       Screening projects rather than trying to do them all</p>
<p><b>Tim is likely to contribute by:</b>                      Clarifying roles, tasks, and expectations                       Being a port in a storm; always there, always dependable</p>	<p><b>He may irritate team members by:</b>                      Being overly negative and pessimistic                       Stubbornly resisting change even when it is well thought out and positive</p>	<p><b>He may be irritated by team members who:</b>                      Produce incomplete or sloppy work that affects the team's performance                       Expect him to improvise or imagine abstract outcomes</p>	<p><b>He can maximise effectiveness by:</b>                      Taking a more realistic and positive view of stressful situations                       Approaching change as an opportunity to lay down new traditions</p>
<p><b>Victor is likely to contribute by:</b>                      Encouraging innovative approaches to difficult problems                       Promoting freedom and variety</p>	<p><b>He may irritate team members by:</b>                      Ignoring physical, fiscal, or temporal limitations                       Being overwhelmed by petty concerns or details</p>	<p><b>He may be irritated by team members who:</b>                      Expect him to do a task for which he has little interest or motivation                       Discourage creativity and the free flow of ideas</p>	<p><b>He can maximise effectiveness by:</b>                      Taking time out before burning out                       Stepping back to obtain a more balanced perspective</p>