

STRESS IN THE SPOTLIGHT

**MANAGING AND
COPING WITH
STRESS IN THE
WORKPLACE**



BRIAN CLARIDGE
and CARY COOPER

Stress in the Spotlight

Managing and Coping with Stress
in the Workplace

Brian Claridge

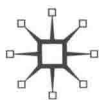
Freelance Journalist, National Press, UK

and

Cary L. Cooper

*Distinguished Professor of Organizational Psychology
and Health, Lancaster University, UK*

palgrave
macmillan



© Brian Claridge and Cary L. Cooper 2014

Foreword © Kelly Hoppen 2014

All rights reserved. No reproduction, copy or transmission of this publication may be made without written permission.

No portion of this publication may be reproduced, copied or transmitted save with written permission or in accordance with the provisions of the Copyright, Designs and Patents Act 1988, or under the terms of any licence permitting limited copying issued by the Copyright Licensing Agency, Saffron House, 6–10 Kirby Street, London EC1N 8TS.

Any person who does any unauthorized act in relation to this publication may be liable to criminal prosecution and civil claims for damages.

The authors have asserted their rights to be identified as the authors of this work in accordance with the Copyright, Designs and Patents Act 1988.

First published 2014 by
PALGRAVE MACMILLAN

Palgrave Macmillan in the UK is an imprint of Macmillan Publishers Limited, registered in England, company number 785998, of Houndmills, Basingstoke, Hampshire RG21 6XS.

Palgrave Macmillan in the US is a division of St Martin's Press LLC, 175 Fifth Avenue, New York, NY 10010.

Palgrave Macmillan is the global academic imprint of the above companies and has companies and representatives throughout the world.

Palgrave® and Macmillan® are registered trademarks in the United States, the United Kingdom, Europe and other countries.

ISBN 978–1–137–29234–6

This book is printed on paper suitable for recycling and made from fully managed and sustained forest sources. Logging, pulping and manufacturing processes are expected to conform to the environmental regulations of the country of origin.

A catalogue record for this book is available from the British Library.

Library of Congress Cataloging-in-Publication Data

Claridge, Brian.

Stress in the spotlight : managing and coping with stress in the workplace /
Brian Claridge, Cary L. Cooper.

pages cm

Summary: "Based upon interviews with individuals in high pressure positions, this book provides practical insight about how to identify, tackle and overcome any kind of stress. Interviewees include a bomb disposal expert who neutralized bombs in Afghanistan and Iraq, a leading surgeon at Great Ormond Street Hospital who led a team of specialists to separate twins who were joined at the head, and Kevin Roberts, CEO Worldwide of Saatchi and Saatchi. This inspiring book illustrates how people can overcome obstacles, deal with difficult people, get self-motivated, face challenges, establish goals, avoid work taking over their private life and embrace changes at work"—Provided by publisher.

ISBN 978–1–137–29234–6 (hardback)

1. Job stress. 2. Stress (Psychology) 3. Stress management. I. Cooper, Cary L.
II. Title.

HF5548.85.C59 2014

158.7'2—dc23

2014025874

Typeset by MPS Limited, Chennai, India.

Foreword

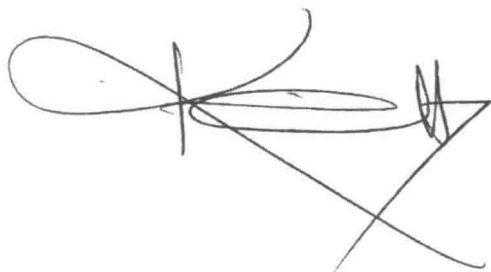
By Kelly Hoppen MBE, international interior designer, entrepreneur, and business investor on *Dragons' Den*

All people suffer with stress, there's no question about that! I have never met anyone in business who hasn't encountered stress in one form or another. Facing challenges and overcoming setbacks are par for the course in the highly competitive world of business and this book examines the subject of stress in business in a clear and concise way.

It's aimed at anyone responsible for making important decisions for their companies where the wrong call could have devastating effects. Journalist, Brian Claridge, gives a useful insight into "life at the top" by interviewing people in high-pressure jobs and finds out how they cope with stress; while Professor Cary Cooper offers lots of useful advice and coping strategies on how to deal with stress and make life more enjoyable.

It's a fascinating look at business life and tackles the subject of stress head on. I hope you enjoy the book as much as I did.

www.kellyhoppeninteriors.com



Acknowledgments

This book would not have been possible without the participation of all our interviewees and their invaluable assistance for which we are extremely grateful. Thanks also to Tamsine O’Riordan and the team at Palgrave Macmillan for their excellent support; Gerry Wood at Lancaster University Management School; and to our wives – Denise Claridge and Rachel Cooper, who assisted us throughout the writing of this book. We greatly appreciate all your help and support.

Contents

Foreword / vii

Acknowledgments / viii

Introduction / 1

- 1 Kevin Roberts – CEO Worldwide, Saatchi & Saatchi / 6
- 2 Dame Mary Perkins DBE – Co-Founder and Senior Executive, Specsavers / 16
- 3 Major Chris Hunter QGM – Former Bomb Disposal Expert, Author, and Broadcaster / 25
- 4 Nikki King OBE – CEO, Isuzu Truck (UK) Ltd / 38
- 5 Frederick Forsyth CBE – International Bestselling Author, Journalist, and Political Commentator / 48
- 6 Dr. David Dunaway – Surgeon, Great Ormond Street Children's Hospital, London / 55
- 7 Gian Fulgoni – Co-Founder and Executive Chairman, comScore, Inc. / 64
- 8 Debra A. Pruent – Chief Operating Officer, GfK Consumer Experiences / 74
- 9 Gale D. Metzger – Former Co-Founder and President, Statistical Research Inc. (SRI) / 82
- 10 Jack Kraft – Former Vice-Chairman and COO, Leo Burnett Advertising Agency / 89

11	Joan Chow – Executive Vice President and Chief Marketing Officer, ConAgra Foods	95
12	Mark Conroy – Former President, Regent Seven Seas Cruises	102
13	Ann Widdecombe DSG – Former British Conservative Party Politician and Author	112
14	Robert Barocci – President and CEO, Advertising Research Foundation (ARF), New York	117
15	Ken Hom OBE – International Celebrity Chef, TV Presenter, and Author	123
16	Sir Chris Bonington CVO, CBE, DL – World-Famous Mountaineer, Explorer, and Writer	130
17	Angela Knight CBE – Chief Executive, Energy UK	136
18	Shelley Zalis – CEO, Ipsos Open Thinking Exchange	141
19	Jeff Banks CBE – International Fashion Designer	154
20	Nigel Sillitoe – CEO, Insight Discovery, Dubai	162
21	Sally Gunnell OBE – Former British Olympic Champion	171
22	Ann Pickering – Human Resources Director, Telefónica UK	179
23	Lord Karan Bilimoria CBE, DL – Co-Founder and Chairman, Cobra Beer	187
	Conclusion	192
	Index	199

Introduction

From the moment we are born, we are under pressure – to take our first steps, to learn to read and write, to do well at school/college/university, to find a job, to buy a home, and to have a decent burial when we kick the proverbial bucket – the pressures in life are endless!

Are you stressed and unable to cope? Are members of your team showing signs of excessive stress? This book is designed to give you an insight into stress and how others under pressure have coped. It's intended for anyone looking to cope more efficiently in the workplace, whether you're junior, middle, or senior management. We are confident it will make you think more positively about your own pressures, to be more resilient, and to encourage others in your team and organization to be more resilient. You'll get expert advice from people in high-pressure jobs and situations, and be able to find out how they manage to cope with extremely stressful situations in the workplace and achieve the right balance between work and home life, an essential requirement for anyone in business.

This is not a self-help book (there are enough of them already). Instead, we give you a fascinating insight into "life at the top" by carrying out interviews with successful businessmen and women, and others in high pressure jobs, who have managed to achieve success despite setbacks and other obstacles – everyone has different ways of tackling stress in the workplace. You'll be able to find out about various coping strategies, and how our high profile interviewees got to where they are today.

Identifying stress and its costs

Stress has found as firm a place in our modern lexicon as iPads, social media, and junk food. We use the term casually to describe a wide range of symptoms resulting from our hectic pace of life. "I feel stressed," someone says to describe a vague yet often acute sense of distress. "He's under a lot of stress," we say when trying to understand a colleague's irritability. "It's a high-stress job," someone else will say, awarding an odd sort of prestige to his or her occupation. But to those whose ability to cope with day-to-day matters is at crisis point, the concept of stress is no longer a casual one. Pressure is stimulating and motivating, but when pressure exceeds your ability to cope, you are in the stress zone.

Stress and the consequent mental ill health affects nearly one in four of the working population, and over the years has become the leading cause of sickness absence in the workplace. The Centre for Mental Health has estimated the direct costs of sickness absence, presenteeism (going to work ill and contributing little value to the service or product) and labor turnover was £26b per annum. In addition, stress and mental ill health represent roughly 40% of all incapacity benefit in the UK, at nearly £5b a year.

Stress comes in a variety of forms, from behavioral symptoms to physical symptoms to ill health outcomes (not only mental ill health, but also as a risk factor in a range of physical conditions). When the pressure exceeds the individual's ability to cope, the first symptoms are behavioral (e.g. losing your sense of humor, constant irritability with people, constant tiredness, suppressed anger, difficulty making decisions, difficulty concentrating). The next phase is where the individual displays physical symptoms (e.g. insomnia, lack of appetite or excessive craving for food, headaches, nausea, frequent indigestion or heartburn, non-specific aches and pains). And finally, if the original underlying sources of the stress persist, and an individual's coping strategies aren't working effectively, they can turn into risk factors for a range of illnesses (e.g. depression/anxiety, heart disease, chronic fatigue syndrome, immune system disorders).

This book will show you ways of dealing with stress quickly and effectively in order to prevent it leading to mental health issues and a possible breakdown, by drawing on the experiences of people in stressful jobs who have (or have had) to cope with enormous pressure. They include a bomb disposal expert in his ceaseless battle against terrorism in some of the most dangerous places on earth, and a surgeon who performed a ground-breaking operation with a specialist team to separate twins who were joined at the head.

Most of the interviewees are successful businessmen and women, including Dame Mary Perkins, who with her husband Doug founded the highly successful company Specsavers, which secured them a place in the *Sunday Times* Rich List. Other high-profile subjects in the book include Frederick Forsyth, international bestselling author; Chris Bonington, world-famous mountaineer, explorer, and writer; Jeff Banks, international fashion designer; and Ken Hom, international celebrity chef, author, and television presenter. Discover how they achieved international success and overcame stress and setbacks. Here are a few quotes from some of our high-profile interviewees – read their full interviews in the book.

Focus, commitment, and discipline are at the heart of my stress management program, and if you rigorously, relentlessly, and joyfully implement these, you never lose the ability to cope. Stress, worry, regret, pain, and guilt are all emotions that must be managed, reduced, or eliminated and replaced with positive behaviors.

Kevin Roberts,
CEO Worldwide, Saatchi & Saatchi

Stress is part of life! The key is to act promptly to avoid a build-up. My strategies for dealing with stress: (1) Exercise each morning – it clears the mind; (2) Discuss any issues with personal and business partners – they include my wife, business partner, lawyer, accountant, and clients; and (3) Deal with issues promptly and work to avoid build-up.

Gale D. Metzger,
Former Co-Founder & President of Statistical Research, Inc.

In the surreal high-stakes, high-pressure world I was living in, where every decision could have been my last, I grew to learn that fear can be

your friend. Confucius once said: "Our greatest glory is not in never failing, but in rising each time we fail." He was bang-on. Instead of allowing fear to curtail success, you can use it to give you an edge. Visualizing a successful outcome and learning breathing-techniques also helped!

Major Chris Hunter,
Former bomb disposal expert, author, and broadcaster

The author team consists of journalist Brian Claridge, who came up with the idea for the book and conducted the interviews, and psychologist Cary Cooper, who provides expert analyses to explain the lessons to be learnt in each case, as well as giving expert advice on some of the best ways of coping with stress in the workplace.

Here are just a few of the valuable management tips in the book, which are highlighted in the Conclusion section:

- Be flexible. In order to cope with all the stresses and strains of pressured jobs, we need to adapt to everything that is thrown at us in the workplace and in life. We need to get away from a rigid mentality and behavioral set, epitomized by this humorous quote from Samuel Goldwyn "I'm willing to admit that I may not always be right, but I am never wrong."
- Share your concerns with someone you trust, whether a partner/spouse, close friend, or family member. Keeping problems repressed is an unhealthy coping strategy. This is closely allied to seeking social support if you need it, rather than trying to be a macho man/woman. It is all too easy in business to hide your problems behind a veneer of self-confidence, a problem which in the end can eat away at you and cause serious health problems.
- Never look back and say "I wish I had" or "I should have." Learn from your mistakes but don't dwell on them. The people who get ahead in life are those that have a "bounce-back" mentality. They say "I have failed, I will learn from this," and then get on with the next venture without wallowing in the failure.

Learn from "real life experience" how to:

- Cope with the pressures of the workplace.
- Overcome obstacles.

- Deal with difficult people in the workplace.
- Get self-motivated.
- Face life's challenges.
- Establish a goal.
- Cope with failure.
- Avoid work taking over your private life.
- Embrace changes at work, rather than fight them.

Kevin Roberts – CEO Worldwide, Saatchi & Saatchi

Kevin Roberts is the New York-based CEO Worldwide of Saatchi & Saatchi, one of the world's leading creative organizations, with over 6000 people and 130 offices in 70 countries.

Born and educated in Lancaster in the north of England, Kevin started his career in the late 1960s with iconic London fashion house Mary Quant. He became a senior marketing executive for Gillette and Procter & Gamble in Europe and the Middle East. At 32 he became CEO of Pepsi-Cola Middle East, and later Pepsi's CEO in Canada. In 1989, Kevin moved with his family to Auckland, New Zealand, to become Chief Operating Officer with Lion Nathan. He took up his position as CEO Worldwide with Saatchi & Saatchi in 1997.

Kevin is Honorary Professor of Creative Leadership at Lancaster University and Honorary Professor of Innovation and Creativity at the University of Auckland Business School. He is the author or co-author of Peak Performance and Lovemarks and further books on the power of emotion and the screen age. Lovemarks was named one of the ten Ideas of the Decade by Advertising Age in 2009.

In 2013 Kevin, a New Zealand citizen, was made a Companion of the New Zealand Order of Merit (CNZM) for services to business and the

community. A former director of the New Zealand Rugby Union, he is the current Chairman of the Board of USA Rugby, a Director of New Zealand Telecom, and business ambassador for the New Zealand United States Council.

About Kevin

"I am the CEO Worldwide for global advertising agency, Saatchi & Saatchi. I like ideas and inspiration and hate the word 'but'. I am the originator of Lovemark thinking, the methodology that differentiates Saatchi & Saatchi from all our competitors.

I was born in a council house in Bowerham, Lancaster. My parents were working class, with very little education. My father was a security guard in a mental hospital (not unlike my current job in many ways!), and my mother managed a small shop selling greeting cards. I went to the local primary school. As a young child, I was left with my grandma every day while my parents were at work. My grandma cleaned people's houses and we developed a terrific relationship which I sustained through my teens until she died.

My father loved sport and encouraged me to play soccer and cricket. He had left school at 14 and was part of a large family of seven brothers and sisters. My mother had one other sister who had successfully passed the 11+ and gone to Lancaster Girls' Grammar School. My Auntie Enyd was my supporter, mentor, and great believer in the power of education as the foundation for progress.

My parents were rather negative and socialists. As far as they were concerned, my brother, sister, and I were all destined to continue in the working class, to leave school early, to get a job, and to not leave the environment from which we came. We were pretty strapped growing up, with very little money for luxuries. My parents both smoked heavily, which is where a lot of the disposable money went. I have often told people that I have been poor and I have been rich, and being rich is better. I found

little nobility in poverty as I felt that influence and impact were limited by those with more money, power, and clout than us.

There is no question that as a 14-year-old my greatest motivator was the Animals song, "We gotta get out of this place – if it's the last thing we ever do." I was lucky enough to pass the 11+ and go to Lancaster Royal Grammar School, which motivated me immensely. I was a high achiever in rugby, athletics, and cricket, and was also in the Alpha stream academically. I was surrounded by ambitious, bright, hard-working kids who inspired me to do the same. I was lucky enough to be made captain of many of the teams I played for and this gave me the responsibility on which I've thrived.

I had started captaining the football and cricket teams at Bowerham when I was 9 or 10 and have enjoyed leadership roles ever since. The most significant thing that has ever occurred to me was being expelled from LRGS as a Sixth Former, having been asked by the school to captain the First XI the next year and likely captaining the First XV too.

My first girlfriend, Barbara Beckett, became pregnant largely because no one had told me anything about birth control, either at home or at school. It happened the second time we did it! The headmaster of LRGS took a dim view of this and said I could not stay at school and have the baby. I was very much in love with Barbara and with my working class background we did not desert girls in need. So instead of a university career and who knows what ahead of me, overnight I was married with a baby, no money, no savings, no prospects – and no clue as to what I would do. The biggest business in town was Storeys of Lancaster and I rocked up there as a 17-year-old with a good working knowledge of French and Spanish (which was something of a rarity in Lancaster in those days). I was put to work immediately in the export operation, where my linguistic skills compensated for my lack of experience, and my cricket skills were much in demand by the office manager, Tommy Blacow, who was part of the hiring process. He took me down to his cricket team, Heysham, to play. So I landed (accidentally) in Sales and Marketing, which I loved from the start and never left."

What makes a successful business person?

“To reach the top you must be a radical optimist who is purpose driven. I believe that the role of business is to make the world a better place for everyone, which allows me to be a passionate advocate for business itself. Inspirational leadership is critical. By that I mean that today’s leaders are not the command and control type, nor indeed servant leaders. Instead they focus on inspiring everyone they touch to be the best they can be in pursuit of the company’s dream. Successful leaders today are ideas driven and know how to create a culture where ideas flourish.

At the heart of business success is the ability to eradicate guilt, regret, and fear and replace these powerful emotions with ambition, belief, and passion. Leaders today must embrace Vince Lombardi’s maxim, ‘Winning isn’t everything but wanting to win is,’ because business is, and will ever remain, a blood sport.

Tom Peters got it right: fail fast, learn fast, fix fast. With the emphasis on the latter two, and on the fast. Setbacks are a way of life in business and happen on a daily basis. The New Zealand rugby team, the All Blacks, fear failure more than they revere success and this fear of failure keeps them focused. I make 30 decisions a day and ten of them are wrong. The trick is to follow the Tom Peters’ maxim, to spend very little time navel gazing and to focus on the killer app, which is execution. Success does not come from getting things done, it comes from making things happen. The best way to bounce back from a problem is to make something happen quickly.

The best business investment I made was in Saatchi & Saatchi stock, which was at £1.13 per share when I joined the company. Two years later, when I sold the company to Publicis, we secured a price of £5 per share. My worst business investment is yet to come.

Decision-making is based on information and knowledge primarily. From there you add insight (or rather revelations) and foresight. A combination of these four reduces risk, but fundamentally the ideas business is a very risky environment because an idea is only an idea once, which means it

has never been seen before and it isn't possible to fully mitigate this kind of risk.

I believe in making the big decisions with the heart, and the little ones with my head. At my age, there is very little that could happen to me that hasn't already happened in a business sense, so I rely on my experience, judgment, and intuition. Interrogating the data usually results in everyone coming up with the same answers. Winning comes from finding an answer that no one else has thought of.

My biggest company successes include:

- Pepsi-Cola going past Coca-Cola in Canada.
- Lion Nathan becoming the largest brewer in Australia.
- Saatchi & Saatchi becoming Agency of the Year globally a few years back.

I'm not careful and I have no concept of overspending. I avoid care and moderation whenever possible. Nothing succeeds like excess and in many cases I go into projects with a 'sky's the limit' budget and still manage to overspend. People inevitably forget how much it costs or how long it took when they see how beautiful it is and how effective it is. Risk limitation and minimization as a going-in position is a very limiting mindset.

I never patent and protect my business ideas. Lovemarks, which is one of the bigger marketing ideas, was never patented. My board told me to and I disagreed and refused. I told them ideas were open source and it was a question of 'use them or lose them.'

Partnerships are important but leadership is more important. Leaders are the deciders (George Bush got a lot of things wrong but he was right on this). Shimon Peres told me that leadership is a very lonely place and that leaders must have the courage to be afraid.

So whilst companies operate more effectively with collaboration and partnership, leaders inevitably face many moments of loneliness, which they must welcome. As the Cadillac ad said in the early 1900s, this is the penalty of leadership.