

Stress News

Newsletter from International Stress Management Association UK

November 2010 Vol 22 No 4



Start Living - Stop Stressing

National Stress Awareness Day
Wednesday 3rd November



International Stress
Management Association UK

Promoting stress prevention and well-being

INTERNATIONAL STRESS MANAGEMENT ASSOCIATION UK

PO Box 491. Bradley Stoke. BRISTOL. BS34 9AH

Telephone / Fax: 01179 697284. Email stress@isma.org.uk Website: www.isma.org.uk

President Professor Cary Cooper CBE Professor of Organisational Psychology and Health. Lancaster University
Immediate Past President Dr Stephen McKeown Consultant Psychiatrist, Mind Matters
Honorary Vice Presidents Professor Angela Clow Professor of Psychology, University of Westminster
Dr Stephen McKeown Consultant Psychiatrist, Mind Matters
Roger Mead Director, Roger Mead Associates
Tony Mellish Health and Safety Policy Officer TUC
Professor Terry Looker Professor of Biological Sciences, Manchester Metropolitan University
Professor Stephen Palmer Hon. Professor of Psychology, City University; Director, Centre for Stress Management
Carole Spiers Director, Carole Spiers Group

CHAIR

Chair Ann McCracken 90 Main Road, Crick, NORTHAMPTON NN6 7TX
Tel: 01788 823361 Email: ann@amc2.co.uk chair@isma.org.uk

BOARD OF TRUSTEES

Jenny Edwards 25 St Leonards Road, Claygate, Esher, Surrey. KT10 0EL
Tel: 01372 462 040 Mob: 07511 271 777 Email: info@solutions4stress.co.uk

Francis McGinty 84d Alexandra Road, SOUTHEND ON SEA, SS11HB
Tel: 01702 333388 Email: francis@becalm.co.uk

NON EXECUTIVE DIRECTORS

Carolyn Svahn 3 Fermoy Court. Little Brington. NORTHAMPTON NN7 4JP

Martin Rust 10, Westbrook Park. Weston. BATH. BA1 4DP

Chris Dye 4 Herongate. Benfleet. SS7 5SG

ISMAUK Administrator and Company Secretary

Chris Clarke PO Box 491, Bradley Stoke, BRISTOL BS34 9AH
Tel: 01179 697284 Email: stress@isma.org.uk

EDITORIAL BOARD OF STRESS NEWS

Managing Editor

Jenny Edwards. Psychotherapist, Hypnotherapist, Trainer and Consultant

Editorial Consultants

John Clark, CBT/REBT Therapist
Professor Stephen Palmer Hon. Professor of Psychology, City University; Director, Centre for Stress Management
Professor Cary Cooper CBE Professor of Organisational Psychology and Health. Lancaster University
Professor Windy Dryden, Professor of Counselling, Goldsmith's College, University of London
Professor Terry Looker Professor of Biological Sciences, Manchester Metropolitan University
Dr Stephen McKeown Consultant Psychiatrist, Mind Matters
Michael Neenan, Course Director, Centre for Stress Management
Laurie Van Someren, Chair of ISMA International

ALL CORRESPONDANCE TO APPROPRIATE EDITOR

Managing Editor **Jenny Edwards** 25 St Leonards Road, Claygate, Esher, Surrey. KT10 0EL Tel: 01372 462 040
STRESS NEWS Tel: 07511 271 777 Email: info@solutions4stress.co.uk

News Editor **John Clark** 26, Cunnery Meadow, Clayton le Woods, Leyland, PRESTON PR25 5RL
STRESS NEWS Tel: 01772 459331 Email john@john-clark.freeserve.co.uk

PRINTED IN THE UK BY CATFORD PRINT CENTRE

©2008 ISMAUK ISSN 0955 972 SUBSCRIPTION £35 PER ANNUM TO NON-MEMBERS
REGISTERED CHARITY NO. 1088103 COMPANY LIMITED BY GUARANTEE NO. 4079657

Editorial

"Minds are like parachutes - they function only when open"

James Dewar,
Chemist and Physicist 1842-1923

Where has this year gone? The clocks have changed, the evenings are dark early and the countdown is on to Christmas. I'm having an "oh dear" moment just thinking about all I need to do!

There are many changes happening around us right now, affecting us both individually and as practitioners. The current economic climate means we need to develop new skills, upgrade old ones and learn the quality of **resilience!** This prompted my quote, to encourage a new openness to opportunity and embrace the challenges ahead with optimism, which leads me perfectly to direct you to the excellent read from **Laurel Alexander**, our Business Coach. Her article this time, **Finding Stress Management Niches**, is just what we need to know about. This may be the inspiration to 'open the mind', as one door closes another opens.

Discover How to Defy the Credit Crunch by Carole Spiers is also in the theme of creating opportunity from change or adversity, and more importantly insuring a readiness for the economic upturn when it comes. Carole provides eleven strategies to help and I will certainly be using them wherever possible.

Managing People Problems by John Clark is a timely re-visit to a topic that is always relevant and may well be an issue on the rise again, especially in the workplace as times get more difficult when the cutbacks begin to take place.

The article highlights the area of conflict, providing a better understanding of its



Jenny Edwards

complex dimensions and offers tools to help manage it more effectively.

Yet again, **Web is the Word by Alice Muir** has provided an education into the world of 'Web Lingo'. I am amazed how fast this new language has developed so this will I'm sure, be a well used reference article!

NSAD 2010 has been a huge task this year and my heartfelt thanks to ALL that have taken part especially the Stress Advisers & Committee members. Your valuable time has been greatly appreciated – THANK YOU! More feedback will be in the New Year edition after the event has been fully evaluated.

I do of course have to mention the exciting new additions to our membership categories, Organisational and Corporate that Ann McCracken has been working tirelessly on this year to implement.

Also new, along with the above is the launch of the Stress Awards 2011, so as you can see, ISMA^{UK} has been making many positive changes and our metaphorical parachute is well and truly open! Please do join in & contribute where you can and help ISMA^{UK} to be the driving force in the changes to Stress Management for the future.

As always, please contact me with your thoughts and suggestions, and my good wishes to you all for the forthcoming festive season,
Enjoy your read,

Jenny Edwards

From the Chair

By Ann McCracken



As we move from autumn to winter in 2010 I am aware of a sense of massive change – not just the natural seasonal changes but a step change of values and priorities in Britain, Europe and the World. It feels as if

we are in uncharted waters which is exciting or concerning depending on your perception.

Here at ISMA the board has taken the exciting option and has been working tirelessly to implement our strategic plan to be the lead body in stress management practice and standards. To this end Francis McGinty has been working with Nottingham University and the British Standards Institute to develop clear statements of good practice and quality standards as introduced at our summer conference. We expect this to have far reaching consequences in the not too distant future.

National Stress Awareness Day is now upon us and Jenny Edwards and her team have worked long hours to create fantastic materials for the theme – Start Living.....Stop Stressing. This year we have had severe financial constraints and have overcome them by using our ISMA website to full advantage. All the materials we have created are available to freely download or can be bought in bulk for the cost of postage and packaging using our new PayPal facility. This has been widely used by the 70 + organisations who are actively taking part in the day's activities. Over 40 organisations have one of our Stress Advisers on site, all of whom have been trained to use the material via a series of teleconferences we have run this month. Other members are running their own activity, using the Day to promote their work and the concept that stress is an ill health reaction to sustained, excessive pressures and the best person to do something about it is the individual experiencing it.

I would like to use this opportunity to encourage all Members and Associates to encourage organisations

they work in or with to consider joining ISMA as an **Organisational or Corporate Member**. These are new prestigious grades with considerable benefits. Application forms can be accessed on the website and I commend the relevant pages to you.

Finally may I remind all Members and Associates to help us promote the new venture, launched by Professor Cary Cooper at this year's Conference – the **ISMA National Stress Management Awards**.

There are categories for all sizes of companies and this year we have focused on looking for the best Stress Management Policy and how well it is implemented. Once again all details are on the website so log on to www.isma.org.uk, familiarise your self with the concept and encourage your organisations/clients to enter for an award which will be presented at the annual Conference in June 2011.

These are exciting times.....make sure you take part, play your part and help us take stress management to a higher level!



Chair of ISMA

CONTENTS

Editorial <i>By Jenny Edwards</i>	1
From the Chair <i>By Ann McCracken</i>	2
Managing People Problems <i>By John Clark</i>	3
Discover How to Defy the Credit Crunch... <i>By Carole Spires</i>	7
Finding Stress Management Niches <i>By Laurel Alexander</i>	10
National Stress Awareness Day	12
Organisational and Corporate ISMA Membership <i>By Ann McCracken</i>	13
Web is the Word <i>Alice Muir</i>	15
Membership Notes	18

Managing People Problems

By John Clark and

Originally published 2002; updated June 2010



It is a certainty in life that from time to time we will all encounter situations where we will have problems with other people; and most of us will feel uncomfortable when we have to do something about it. In my experience, most people either avoid settling conflicts or ignore them and hope they will go away allowing them to fester and get out of hand. Sometimes the conflict gets totally out of control and ends up being a crisis.

However, as a manager, team leader or supervisor it is essential that you know how to handle conflict when it occurs. In fact being able to deal with these types of problems is an essential managerial skill and should be included in any management-training programme. If nipped in the bud early on, the manager will save themselves and other members of their team a great deal of unnecessary grief.

Interpersonal conflict is responsible for most of the day-to-day problems at work.

This is not only upsetting for the people involved, but is also the cause of considerable unrest among other members of staff who are not directly involved. When people problems get out of hand, it causes team members to become preoccupied with the problem situation, and to lose focus on their job functions.

As a manager, it is important to be able to deal with conflict in an effective and mature way.

Conflict management styles - bringing people together

The theory proposed by Kilmann and Thomas (1975) focuses on how each of us relates to our own and other people's needs or interests. People who tend to place little value on this, will probably use an avoiding style when faced with conflict. They may often feel little need to do anything about resolving conflict, as they are only concerned about their own interests and feelings.

However, people who are not overly concerned about their own needs, but have a high regard for the needs of others, will often have a more accommodating way of dealing with conflict, i.e. they may choose to give in and give up their own needs. People who are not overly concerned about other's needs and place great importance on their own, will often inject an element of competitiveness into the situation. By the same token, those who set great importance on equanimity in their relationships will often demonstrate a willingness to meet people half way by working to achieve a mutually acceptable compromise.

Most good managers would testify that the latter example is the best or most effective way of resolving conflict. However, it should also be realised that this collaborative approach requires the manager to have a high level of communication skills.

Collaboration helps to generate new and innovative solutions that are acceptable to both sides. This theory is important but it should be realised that there are other issues, which can have an effect on the outcome.

- There is no one style suitable for all conflict situations.
- How you relate to others will influence the process - as we move forward towards a collaborative way of resolving the issue, we imply by our verbal and behavioural messages that we want to improve the relationship.
- As we live and operate in a diverse society; cultural differences should be taken in consideration when attempting to manage conflict. Taking time to appreciate variations in body language and approach to situations are an essential part of a manager's skills.

The purpose of conflict:

What are the effects of conflict? Not all conflict is bad. In some cases, a new manager may inherit an interpersonal conflict that has been going on for some time that has been neglected by the former manager. This gives the new manager the opportunity to approach the situation without the mental baggage and emotions that are sometimes attached to long-term antagonistic relationships.

In many cases, once the manager has brought together the two members of the team to air their individual grievances and worked out a mutually acceptable agreement to 'bury the hatchet' so to speak, the former combatants may end up respecting the other's point of view.

Experience tells us that conflict is difficult and daunting for most people to come to terms with. If handled badly, conflict can and does destroy relationships, although if approached with care and intelligence, a lot of bad feeling and animosity can be avoided.

Productive Conflicts:

1. Often focus on interests instead of needs.
2. Are most often approached in an open manner.
3. Allow the relationship to heal.
4. Assist both sides to reach their objectives.

Destructive conflicts:

1. The issues concerned are focused on people's needs instead of their interests or on the facts of the matter.
2. There is usually an emphasis on personalities, not on any specific actions or behaviour. For example: 'you are always making things difficult for me' instead of 'you've been a little difficult with me lately, what's been going wrong?'
3. Are about face-saving and the preservation of power.
4. Strike at relationships.
5. Are about short-term solutions to long-standing problems.
6. Have a habit of repeating themselves.

Conflict analysis:

Interpersonal conflicts do just not materialise out of thin air. There is usually a clearly defined path leading to the onset of hostilities. Regrettably, those closest to the impending conflict are not aware of what is going on. The path to conflict usually follows a number of stages:

1. No conflict. The initial stage is where no conflict exists. At this stage, there are usually no reasons for any conflict or, either side may be too afraid of the other to do anything about it. In other words, both sides may be just avoiding getting involved in a conflict.

2. Unexpressed conflict. This is when one side feels that there is something going wrong and is either not prepared or incapable of doing anything about it. Most of us will at one time or another have experienced situations where we have felt that something has started to go wrong with a relationship, but the other person fails to agree that there is anything at all wrong. Most of us in relationships will testify to the problem of one asking the other if there is something wrong and getting the reply 'nothing'. Such unspoken conflicts have a habit of turning into conflicts very quickly.

3. Identifying the problem. At this stage, both sides are involved in identifying the issues, which are usually general interest issues that are often addressed fairly easily. If issues are about relationships or of an emotional nature, this may lead to the next stage.

4. Dispute. This is usually where things begin to get out of control. Both sides start to introduce issues that are unrelated to the problem. If either side's needs have not been met, there is usually an escalation of the conflict. Either side may try to involve others to help their case.

5. Outside help. This is where people are called in to help resolve the problem in an official or unofficial capacity. This can be a risky approach for the person called in, but it should be generally understood that the objective is to move things along before things deteriorate beyond redemption.

6. Fight or flight. At this stage, people tend to become very emotional and sometimes cause the situation to boil over into actual physical or verbal aggression - striking the other person or name-calling. The conflict gets so bad that neither side involved feels safe anymore and will

be forced to abandon the relationship or to attempt to destroy the other person or the relationship itself.

7. The conflict cycle. The final stage demonstrates that conflict usually tends to repeat itself. Once stage six has been achieved, it is very hard to escape and there is a sense of feeling trapped (often a major source of stress in the workplace). People need to feel safe when they communicate and effective communication makes us feel safe. As soon as safety is under threat, conflict can be perpetuated because we cannot take the risk of talking to the other party. People who find themselves in this position will frequently seek to legitimise their position by talking about 'principles' or 'rights', as though the conflict is outside of them. Such conflicts are sometimes impossible to resolve.

The first thing to do when dealing with conflict is to arrange the facts in a way that allows you to understand the issues involved.

Understanding the issues

When people are involved in conflict, they usually take along with them some unnecessary peripheral issues.

Hardly any of us would stop to investigate the issues if we discovered that our partner was seeing someone else, or that one of our supervisors was regularly ordering office supplies way above their authority level instead of following the laid down procedure, i.e. through you the manager.

If you the manager want to learn how to deal with conflict the first thing you have to do is consider the issues involved. I like the acronym DRIVE as a way of remembering how to deal with conflict:

D - Data or issues relating to the facts about the problem. Conflict may occur because the memo setting out the procedure may have gone missing, which threatens our possible safety.

R - Relational issues mirror the nature of the relationship, i.e. how you get along. The conflict over the unauthorised ordering will very much depend on the nature of the relationship. If the relationship is strong, there is every chance that the conflict will be resolved without too much fuss. However, if the relationship is on the weak side, the conflict is likely to go on for some time.

I - Interest issues that coincide with what both sides want to achieve in resolving the problem.

V - Value issues are about our own individual value system that sets out our attitudes. The issues involved here are about what is 'right' and what is 'wrong' i.e. one side may 'go by the book' and the other side may place little importance on these bits of red tape.

E - Emotional issues are closely aligned with the way an individual's goals and objectives are met. These issues are about our ideas of pride, dignity and fairness.

How to manage conflict:

After weighing up the various issues involved in the conflict, it is time to start doing something about it. There are a number of methods which can be used to manage conflict and creative solutions will help to find ways of resolving various conflicts as they occur. Perhaps the most useful way of tackling conflict is by ENQUIRY. Once issues have been clarified, it is necessary to find out why the issues have ended up as a conflict.

ENQUIRY usually involves:

- **Checking** - using your own words, i.e. paraphrasing, - repeating what the other person has said and asking if they feel that you have understood the situation. This is referred to as 'reflective listening'.
- **Interpreting** - presenting your own understanding of the situation: 'I feel that you are upset because . . . but you are not saying so. Is this true?'
- **Feedback** - letting the other person know how you feel about their behaviour (negative feedback) in the situation prior to asking their opinion: 'you know how I feel about the situation. Is there anything you would like to add or comment on?' If you feel that it is appropriate in the circumstances you may use disclosure such as 'I am afraid that I have to tell you this, but in the circumstances . . .'

CONTROL is another method a manager can use where you step back from the issues involved that are generating the conflict and your own feelings about it. If the manager is able to relax and switch off for a short period of time, say ten or twenty

minutes, before handling a conflict situation, they may be better placed to set aside the emotional aspects of the conflict and deal with the practical aspects of the problem more easily.

A key point in settling or solving conflict more easily, is by separating the emotional and practical sides of the problem.

Alternative ways of resolving conflicts include 'RDA' statements:

R (resent) D (demand) A (appreciate):

The manager could say to the erring supervisor: 'I resent the fact that you ignored my instructions to not to exceed the guidelines for ordering the office equipment etc. Or: 'I demand that in future you follow the agreed procedure.' Or: 'I appreciate the fact that you were under pressure to speed things up. ' This helps prepare the way for the acceptance of a new way of working in the future.

RDA statements should primarily focus on past behaviour, in other words what the member of staff has done or said, and not what you believe that person to be.

If you are happy to use the above strategy there is also a variant that you might use. This is called the **4R technique**:

R - Receive the other person's explanation without interruption. This demonstrates that you are listening and value the other person's explanation.

R - Repeat the other person's story as objectively as possible. This usually helps the other person to 'open up' about the problem.

R - Request the other person's views on how they would tackle the problem. Sometimes, people who are unable to deal with conflict are also unable to put forward ideas for a solution to the problem, but are keen to resolve the issue. This is often an opportunity to defuse the situation by talking and releasing tension and uncertainty.

R - Review the possible outcomes.

ASSERTIVENESS is the final strategy. Assertiveness can and should be usefully employed in the context of a good relationship. It is not about ranting and raving or pulling someone down a peg or two but is about

disclosing feelings in a manner that is acceptable to the other person in a relationship.

Assertiveness is really about honesty in communication.

Whatever method is chosen when dealing with conflict or in a situation that has a potential for conflict, it involves attempts at restoring effective communication as soon as possible. The longer the breakdown in communication exists, the harder it will be to re-establish.

Conflict involves our emotions, values, interests and other related issues. When we experience conflict we fall back on our own survival instincts. Our first reaction is to either fight or run away. But, if we are to face up to and deal with conflict we must firstly learn how to manage ourselves.

If we fail to do this, we are failing to make available 50 per cent of the resources that we have at our disposal in the relationship.

References

Kilmann R H, Thomas K W (1975) 'Interpersonal conflict - handling behaviour as reflections of Jungian personality dimensions', *Psychological Reports*, 37 (3), 971-80.

This article is an updated version of 'Managing People Problems' in his book, ' Stress: A Management Guide' Published by Spiro Business Guides, ISBN 1 904298 29X. Currently out of print, but the author has a limited number of signed copies. www.thewellnessconsultancynorthwest.co.uk

John Clark trained at the Centre for Stress Management in London and obtained his Diploma in late 2000. He has extensive experience of helping people recover from PTSD and other associated phobia. John has contributed numerous articles on stress-related issues to Stress News.

He has spoken on stress matters on local radio in the northwest. He has contributed articles on stress-related issues in national newspapers and on the Web and magazines on stress and health.

Discover How to Defy the Credit Crunch...

Inaction is not the way to beat recession! Now is the time to banish the fear-factor from your decision-making - and get the whole team to come out fighting.

Carole Spiers



'Whatever your reaction to this recession, it should not be rooted in fear.'

Without falling back on clichés about what happens when the going gets tough, we should note how many of the world's top tycoons made their first million, requiring imagination and nerve – when everyone else was running scared.

As an international Motivational Speaker, I believe that your success is totally dependent on your attitude, mindset and the strategies that you formulate and implement.

There is no better time to apply a fresh perspective to generate creative solutions, which may involve new skills - although when you are so close to your business, it is easy to lose objectivity. So consider taking that big leap into the unknown now, perhaps using ideas from people outside the business, who are not emotionally involved.

Fear of Change

Change is the lifeblood of business and it must be embraced wholeheartedly. Old practices may have to be thrown overboard; some valued but long-serving staff may face redundancy. We have to learn how to manage change and turn it into a positive experience. Rather than fear it, we need to welcome it.

The media currently proclaim all the negativity about the credit crunch. But pessimism is contagious and business leaders need to learn to rise above the media spin. Think what you did last time your business wasn't growing? What worked for you then and what might work for you now?

A positive attitude is everything but individuals with a negative mindset will identify even minor setbacks as major obstacles and can blow them out of proportion.

In order to succeed in business you have to stand tall and rise above those who 'fall at the first fence'. Real business leaders develop a "never quit" philosophy and turn apparent obstacles into challenges. If your competitor fails and closes-up shop, that means greater opportunity in the marketplace for you – not less! Their customers will become your customers when they perceive your strength and tenacity. Strong companies tend to place their orders with strong suppliers that they believe will still be there in five years time.

That deceptive comfort zone

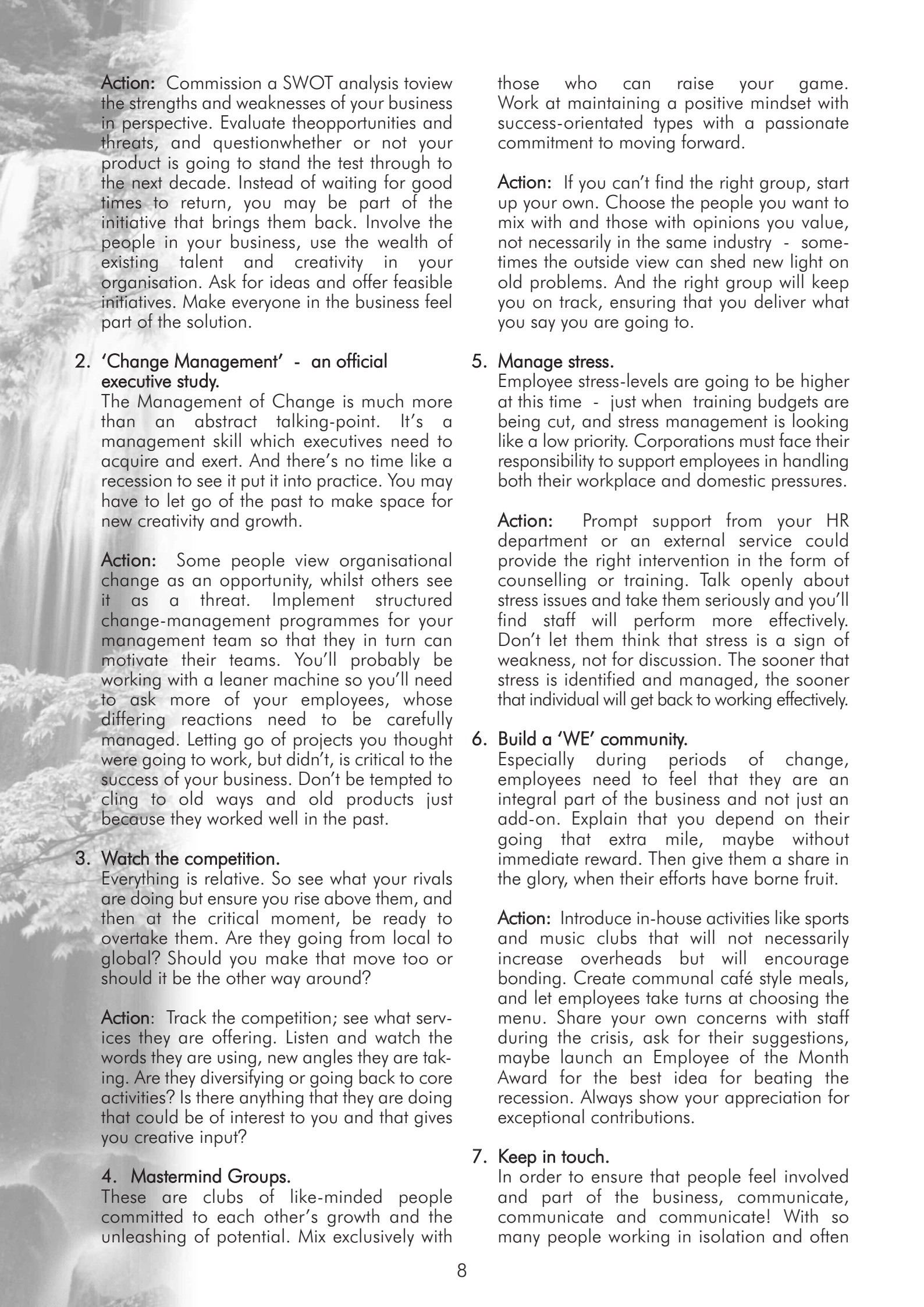
Coming out of your comfort zone is not always easy. It's all about changing your mindset and thinking about the options that will bring about results. The credit crunch is moving many people out of their comfort zones, both at work and at home. So it's important to reset your comfort zone, push the green button, hard, and move fast forward.

Nothing is more important than preparing for the economic upturn and positioning yourself and your business to take full advantage of the opportunities that will exist next month or next year. So here are some strategies to help you gain that competitive advantage.

11 Proven Creative Strategies to help you defy the Credit Crunch

- 1. Review, re-direct or re-brand your business.**

This crisis could be the end of one chapter in your corporate evolution and the start of another. Take an in-depth critical look at your product and how the market reacts to it. Make the big decision whether to continue in the same direction, or whether it's time for a new track.



Action: Commission a SWOT analysis to view the strengths and weaknesses of your business in perspective. Evaluate the opportunities and threats, and question whether or not your product is going to stand the test through to the next decade. Instead of waiting for good times to return, you may be part of the initiative that brings them back. Involve the people in your business, use the wealth of existing talent and creativity in your organisation. Ask for ideas and offer feasible initiatives. Make everyone in the business feel part of the solution.

2. 'Change Management' - an official executive study.

The Management of Change is much more than an abstract talking-point. It's a management skill which executives need to acquire and exert. And there's no time like a recession to see it put into practice. You may have to let go of the past to make space for new creativity and growth.

Action: Some people view organisational change as an opportunity, whilst others see it as a threat. Implement structured change-management programmes for your management team so that they in turn can motivate their teams. You'll probably be working with a leaner machine so you'll need to ask more of your employees, whose differing reactions need to be carefully managed. Letting go of projects you thought were going to work, but didn't, is critical to the success of your business. Don't be tempted to cling to old ways and old products just because they worked well in the past.

3. Watch the competition.

Everything is relative. So see what your rivals are doing but ensure you rise above them, and then at the critical moment, be ready to overtake them. Are they going from local to global? Should you make that move too or should it be the other way around?

Action: Track the competition; see what services they are offering. Listen and watch the words they are using, new angles they are taking. Are they diversifying or going back to core activities? Is there anything that they are doing that could be of interest to you and that gives you creative input?

4. Mastermind Groups.

These are clubs of like-minded people committed to each other's growth and the unleashing of potential. Mix exclusively with

those who can raise your game. Work at maintaining a positive mindset with success-orientated types with a passionate commitment to moving forward.

Action: If you can't find the right group, start up your own. Choose the people you want to mix with and those with opinions you value, not necessarily in the same industry - sometimes the outside view can shed new light on old problems. And the right group will keep you on track, ensuring that you deliver what you say you are going to.

5. Manage stress.

Employee stress-levels are going to be higher at this time - just when training budgets are being cut, and stress management is looking like a low priority. Corporations must face their responsibility to support employees in handling both their workplace and domestic pressures.

Action: Prompt support from your HR department or an external service could provide the right intervention in the form of counselling or training. Talk openly about stress issues and take them seriously and you'll find staff will perform more effectively. Don't let them think that stress is a sign of weakness, not for discussion. The sooner that stress is identified and managed, the sooner that individual will get back to working effectively.

6. Build a 'WE' community.

Especially during periods of change, employees need to feel that they are an integral part of the business and not just an add-on. Explain that you depend on their going that extra mile, maybe without immediate reward. Then give them a share in the glory, when their efforts have borne fruit.

Action: Introduce in-house activities like sports and music clubs that will not necessarily increase overheads but will encourage bonding. Create communal café style meals, and let employees take turns at choosing the menu. Share your own concerns with staff during the crisis, ask for their suggestions, maybe launch an Employee of the Month Award for the best idea for beating the recession. Always show your appreciation for exceptional contributions.

7. Keep in touch.

In order to ensure that people feel involved and part of the business, communicate, communicate and communicate! With so many people working in isolation and often

remotely, it may be difficult for people to keep in touch with each other.

Action: An e-newsletter to all employees, customers and clients will ensure that no one feels too isolated. The aim should be to ensure that news throughout the business is brought to everyone's computer. With so many managers travelling and operating out of regional offices there is a tendency for them not to see their teams as much as they would like and this is an ideal way of keeping in touch.

8. Walk-the-talk.

It is easy to assume that Managers do this one automatically. Unfortunately, they don't - often because they don't know how to communicate. Many think that just because a Manager is a Manager, they can manage people! Wrong. They may be very good at IT or PR, but not very good at people management!

Action: Introduce active listening skills training to give them the tools to do their job more effectively. Now, more than ever before, communications need to be open and honest and in no way ambiguous. Active listening is an art and needs to be practiced.

9. Ensure everyone feels valued and recognised.

Because employees may be feeling insecure, this is the just the right time to acknowledge the efforts of your team and tell them how much you value their contribution. Ensure that employees feel part of the solution in going forward. You may not be able to increase wages, but saying 'thank you', 'I appreciate what you have done' can result in increased loyalty and commitment.

Action: Talk openly to your team and share concerns. Ask for their input and allow them to share their concerns with you. Set up a teamsurvey or audit to ask for opinions and ideas on how working practices can be improved. Award an incentive for the person with the best idea. Introduce regular one-to-one appraisal meetings with individual members of your team and adopt an open door policy to facilitate good two-way communication.

10. Employee Incentives.

When you are asking your manager to do extra work outside of their normal remit, it can have a knock-on effect on their families. As an indication of appreciation, give them vouchers so that they can take their family out

for dinner one evening so that the whole family feels included in the process.

Action: Each Manager to have a budget and 'appreciation' tokens to be given to employees as and when appropriate and redeemed at a local Pizza Hut, Macdonalds or KFC, for example.

11. Corporate Social Responsibility.

It is very easy to get caught up with one's own life and personal challenges. But now could be exactly the right time to help people who are actually worse off than we are, while also making a favourable impact on the community at large.

Action: Arrange a sponsored walk for charity, or stage an imaginative piece of charitable theatre, which will not only make money but also bring employees together outside of the workplace.

I have recently been expressing these very sentiments on conference platforms as far apart as London, Dubai and Kuala Lumpur. And they have earned even more agreement and applause than I was expecting. Clearly there is a huge latent appetite for bold, creativity in the workplace.

However, progress is often held in-check by fear. If you can summon-up your courage and keep your nerve, your team that will not only survive the storm, but be fully prepared for the next stage, when the sun comes out again.

Carole Spiers MIHPE, MISMA is the immediate Past President of the Professional Speakers Association and a VP of the International Stress Management Association. Carole is a sought-after keynote speaker working with equal success in the contrasting cultures of the UK and UAE, with blue-chip clients from IBM to Dubai CablesHer credibility is rooted in twenty years' success as CEO of a leading UK Stress Management Consultancy. As a leading Authority on Corporate Stress, BBC guest-broadcaster and author, Carole's mission is to empower organisations to achieve sustainable success through a healthy workplace culture where her stress management expertise is in demand around the world.

Contact Carole Spiers Group for proven stress management solutions:
www.carolespiersgroup.com
Follow Carole on Twitter: @thestressguru

Finding Stress Management Niches



By: Laurel Alexander

Clients and students often ask me if it isn't better to be a stress manager generalist and widen the market rather than be a niche specialist and shrink the market. There's something to be said for both approaches. The generalist stress manager could scoop up anyone for stress management (and who wants to miss out on a potential client!). However the marketing strategies for this approach are incredibly wide and in this economic climate, you need to focus your marketing budget. The niche stress manager targets their market very specifically and consequently has more chance of takers. TOP TIP: People tend to prefer specialists as opposed to generalists when seeking a service professional.

Some example of domestic niche markets for stress managers:

Exams/tests	Bereavement
Wedding	Public speaking
Parents/family	Anger management
University students	Children
Carers	Athletes
Performers	Relationships e.g. separation, divorce
Elderly	Teens/young people

Then you have the niches of stress-related conditions and conditions which are exacerbated by stress

Heart problems	High blood pressure
Depression	Diabetics
IBS	Migraines and headaches
Cancer	Anxiety
Phobias	Pain management
Pregnancy	Smoking cessation
PTSD	Asthma
Conception/fertility	Sexual difficulties
Chronic fatigue	Weight

Other niches include stress-management techniques such as:

Autogenic training	Meditation and mindfulness
Time management/organizational skills	Cognitive behavioral coaching

Examples of corporate niche markets for stress managers:

Executives	Employee stress awareness/resilience
Teachers	Social workers
Managers	Police officers
Healthcare e.g. doctors and nurses	Firefighters
Performance management	Redundancy

Now what?

1 Find a niche passion

To improve your chances of being successful, you need to devote time and effort to creating your marketing plan and it helps to enjoy what you're doing. What floats your boat?

2 Develop your niche knowledge

Consider what you know most about or identify an area you are prepared to do extra training in. What do you want to know more about?

3 Define your niche market

Do the necessary research to see if there is enough demand for your niche. If you choose a field that is too broad, it is difficult to stand out from the competition. Unless you are a well known business, you won't stand out from the crowd either. Your niche market needs to be large enough so you have enough people to market to, but not so large that it includes too many people and ends up lacking focus. Who is your ideal punter? Are there enough of those types of punters to sell to?

4 Assess your niche

Assess your potential market to determine if there is a need for your service. Talk to the people in your targeted community. Does your target market want what you have to offer?

5 Create Your Unique Selling Points

Study your competition to find out what they emphasize about their niche which makes them stand out from the crowd. Then decide on something that will make your business unique from them. What makes your service better than anyone else's?

A benefit of having a niche market is that it is much easier to get known in your field when you are seen as an expert, potential clients are more easily able to decide whether your services will meet their needs and desires or not.

You can have more than one niche just as long as you make them different enough, so they don't steal each other's thunder.

Good luck!

Next issue: Making Money from Your Website - techniques on making your website increase your bank balance..

PROFILE

Laurel Alexander LNC.PMAR.MBANT.MAC. MISMA.Cert.Ed. offers business coaching and services to wellness professionals and has over 25 years experience as a career and small business coach and trainer in both the public and private sectors. She is a qualified reflexologist, nutritionist and stress manager.

Laurel's published books include; Career Networking, Education & Training on the Internet, Getting into Complementary Therapies, Getting into Healthcare Professions, Getting into Physiotherapy, Getting in to Nursing and Midwifery, The Yin-Yang of Business Communication, Turn Redundancy into Opportunity, Secrets of Profitable E-Commerce, Marketing your Website and The Yin-Yang of Business Communication.

Her business features are published in magazine such as; Making Money, Choice, Active Life, InForm (Bank of Scotland), Bella, Business Opportunity World and Working from Home. Laurel writes a regular business coaching column for the Association for Reflexologists and the National Council of Psychotherapists.

Members of ISMA are offered a discount rate on business coaching. For more information visit www.laurelalexander.co.uk, email: info@laurelalexander.co.uk or T: 01273 564030.

Wednesday 3rd
November 2010



ISMA Trained
Stress Advisers

Well, it is that time of year again when the amazing generosity of the membership comes together for NSAD. This year has seen our largest number of Stress Advisers and Venues across the UK working together to help distil information to the general public and the workforce. Public and private sectors organisations have embraced the campaign, many who were also actively involved last year and experienced the benefits, have come back to us again, often requesting the same Adviser that they had last year.

As with all the laid best plans, ours was not without its own 'little' curve ball. Just to prove we are all caught up in the government cutbacks, the HSE, who have been such a great supporter over recent years to NSAD, and last year were able to contribute financially by helping to print and mail out our leaflets, were unable to do so again this year. They had to pull out late into the project due to the public sector cutbacks. My thanks here go to Ann McCracken, who as always, steps into the breach and organised our contingency plan, which I must say has worked like a dream!

Our NSAD leaflets, which have been produced and printed, were made available for all organisations to buy online via the ISMA website and every Stress Adviser was sent a complementary pack – job done! (all mailing curtesy of Chris Clarke – our secret Postman Pat)

Of course, these leaflets and all the many resources for NSAD's theme this year, **Start Living – Stop Stressing**, are available as free downloads. This year a whole programme has been developed with an assessment tool, supporting information, tips and diary's which can be accessed by going to the NSAD website on: www.isma.org.uk/national-stress-awareness-day/downloads-products.html

Make sure you all have a look; there are also additional resources including a stress questionnaire, signs & symptom checklist, 60 second tranquiliser for your use and not just for NSAD. These may be useful for you to use yourself, or maybe recommend them to your clients and organisations to access. Get to know what ISMA is providing to help support you in your work, whether with the individual or company.

Finally, my thanks go to 'The NSAD Committee' that has worked extremely hard this year to make the event a success. Everyone provides their time freely, which is no mean feat when also running your own business. I will again provide feedback in the New Year when it has all been collated.

A huge THANK YOU to everyone and well done!!

Jenny Edwards

Director & NSAD Co-ordinator

Organisational and Corporate ISMA Membership



For some time now, the Board has been planning to introduce two new membership categories in response to a clear demand. It is with much pleasure that I can now inform you that this project is now complete and we have our first Organisational member!

All Organisational / Corporate Members must abide by the ISMA Code of Ethics and are subject to the disciplinary framework therein.

Organisational Membership is open to organisations fulfilling any of the following criteria:

- Companies who provide stress management services
- Training organisations offering approved ISMA practitioner training
- Charitable organisations working at a national level with an interest in stress/wellbeing/mental health

Corporate Membership is open to those organisations fulfilling the following criteria:

- Companies (Public/Private) who are implementing the Management Standards for stress, including policy development, training and Risk Assessment
- Companies (Public/Private) who employ ISMA Approved internal or external consultants and trainers
- Companies (Public/Private) who employ ISMA Approved Coaches

Membership benefits include:

- **'Organisational/Corporate Member' ISMA logo** on marketing materials to add value and credibility to your service
- **Free annual subscription** of the ISMA Journal 'Stress News'
- **Opportunity to be a 'featured organisation'** in 'Stress News'
- **Dedicated ISMA website** providing up to date ISMA and member activities with access to the members only section
- **Gain new customers and referrals** – through your ISMA web page profile with your logo/link to your company's website
- **Regional Seminars and Events** featuring industry experts, including the HSE, on current topics relevant to improving people performance and wellbeing
- **National Conference** – attend the annual ISMA Conference (at discounted rates) featuring experts in all areas of Stress Management
- **Press/VIP Contacts** – raise your organisation's profile through PR opportunities and media coverage generated by the Board, Vice Presidents and Presidents

- **National Stress Awareness Day (NSAD)** – our annual focus on stress and wellbeing - provides huge opportunities to interact with the media and be involved with local national and international organisations
- **Access Approved Trainers, Coaches and Practitioners** through the ISMA on line directory
- **InBox News** – the ISMA online quarterly news update with opportunity for the organisation to feature products, services etc
- **Continuing Professional Development** – CPD certificates are issued a workshops, events
- **Strategic partnerships** – develop training and product deals with members
- **Social media** opportunities through ISMA group profile, LinkedIn and Twitter

Further details can be found on <http://www.isma.org.uk/join-isma/index.html>

This is an opportunity for ISMA members to tell their clients how they can be part of our developing profile and raise the bar on quality and standards.

It is an opportunity for Companies in the public or private sector to indicate their commitment to the Management Standards approach to Work Related Stress.

Ann McCracken
Chair ISMA

From the Editor

**An offer from one of ISMA's members:
Dr Malcolm VandenBurg**



I am delighted to let you all know that following his well received presentation at this year's conference, around the complex issues of claims against the employer relating to stress, Dr Malcolm VandenBurg was been approached by several members asking for some guidance in the subject he talked about.

Malcolm is a highly sought after medico legal expert witness and has kindly offered to speak to any member whom is approached by either a patient, client, lawyer, or any organisation regarding giving a report as either a witness as to fact, or an expert witness, and offers advice regarding legal matters.

Malcolm is happy to be contacted directly & his details are below.

Thank you Malcolm, your offer is really appreciated:

Jenny Edwards

Editor, Stress News

Dr Malcolm VandenBurg BSc MBBS MISMA FCP FFPM FRCP

T: 020 7435 9386

M:07850 049 134

E: consultrum@hotmail.com

W: www.malcolmvandenburgh.co.uk

Web is the Word

Alice Muir

Web Lingo



It used to be that the language of the internet was all about software, hardware, zip files, firewalls, defragging, servers and hard drives. And it took considerable effort to keep up with the proliferation of new words as they came on board. But you could still use a computer and all its diverse programmes, not knowing much at all about web lingo.

All that has changed now. The curious shorthand language of texting and on-line groups has moved on and found a real niche in which to put down roots and flourish. And flourish and multiply it most certainly has. There are now hundred upon hundred of new words, acronyms and abbreviations now in everyday use. But don't be put off. There are different 'languages' for different contexts, or for different groups interacting with each other. So you don't need to know every language, just those which are relevant to you. Even a relatively small group on a Social Networking Site can develop their very own language, which conveniently leaves out those who are not part of the group.

There are even many different names for this new set of vocabulary, which for simplicity, and because it sounds kinda cool, I'm calling 'web lingo' in this article. There's 'netspeak', 'computer slang', 'Internet lingo', 'internet slang', 'chatspeak', 'leet', and many, many more. Much of this new language is made up of acronyms, and the most commonly used of these throughout the entire internet is 'LOL' – 'laugh out loud', which says much about internet users, and has also given rise to another alternative name of 'Lolspeak'.

But why have a special web lingo? Isn't life complicated enough? Whichever 'language' you're using or trying to interpret, there are two main reasons for its development. One, it shortens what has to be written, and saves on keystrokes, and therefore, saves time. And time, as they say, is money. At the very least it's a very precious and pressurised commodity today.

And the second reason, perhaps equally or more importantly, is that it can be used as the language of any 'in-group'. Social Networking Sites are hugely, indeed massively popular, but have one key drawback. All of those linked to you on the site see all of your news, and everything you write. So parents who use computers will see what their teenagers are saying to their friends, children see what dad is up to, and mother-in-law knows what son-in law is doing. I can see there are certain advantages to this, but it doesn't do much to reduce the yawning chasm that is the generation gap these days. I feel pretty up to speed on web lingo, but I truly can't understand what my teenage niece is chatting about with her friends on Facebook. Total gobbledygook to my jaded eye. A few 'web words' for concerned parents to look out for in these circumstances will be provided later.

And where do all these abbreviations and short-hand terms come from? Apparently many of the terms in current use have their origins in science fiction 'fan slang'. Why? You may well ask. It seems that many of today's programmers are still or used to be avid readers of science fiction. Oh dear, that puts me into that crowd. Not the programmers, but the science fiction readers. Jules Verne, Isaac Asimov, H G Wells. Might as well beam me up now Scottie! Oh dear, geekdom is approaching ever faster. I feel an anorak coming on.....

You'll find full lists of web lingo on these two sites:
http://en.wiktionary.org/wiki/Appendix:Internet_slang

<http://www.internetslang.com/>

But here are some examples. These can be found as lower case or capitals. Surprisingly, several owe their origins to a Jimmy Young (yes, Jimmy Young) radio 2 programme in the 1970s:

LOL	Laugh out loud
IMHO	In my humble opinion
GTG	Got to go, or Good to go.
Brb	Be right back
IDK	I don't know
ICYMI	In case you missed it
k, K, or kk	OK
W/E	Whatever
FUD	Fear, uncertainty and doubt
MUG	New user of the chat room
newbie, noobie	New user of any area of technology
OMG	Oh my 'gosh' (or alternative)
TGIF	Thank goodness it's Friday
OTW	On the way (for example, a file)
plz	Please
PPL or peeps	People
SY	Sincerely yours
thx	Thanks
10q	Thank you
TTFN	Ta ta for now
YR	Yes, right (sarcastic)

More seriously, here are some for parents to watch out for:

PAW	parents are watching
pos	parents over shoulder
LMIRL	let's meet in real life
pir	parent in room

'Emoticons' are another very popular newcomer. Recognise any of these? HINT – you look at most of them sideways:

:-}	:)	:o}	:>	smiley face
:-(:(:o(:<	sad face
:-/	:-\			skepticism, unsure, undecided
()				'cyber' or 'virtual' hug
: - o	oo.....oo			surprise, shock
:				straight face, grim
\ o				hello
\ o /				praise, jumping for joy

I'll finish off with several of my favourites, BBIAB, BFN and HAND, or in other words: 'be back in a bit, bye for now, and have a nice day'.

Alice Muir.
Chartered Psychologist.

- o Let me know about any website or on-line feature which might be of interest to other members.
- o You can contact me at Alice Muir Training, on alice_muir@btinternet.com, www.stresstrain.co.uk, or Tel 07904 492 217.

Correction

In the last edition of Stress News, August Vol 22 No 3, the article "Getting to the root of the problem" by Jane Thomas had a reference omission to Professor Derek Mowbray's work:

- The quotation within the box at the bottom of column 2, page 19
- The list at the bottom on column 1, page 20

These two pieces are from - *A Positive Work Culture – essential for wellbeing and performance at work*, by Derek Mowbray.

Professor Derek Mowbray PhD., CPsychol.

Director of MAS, Psychology Director of Organisation Health,
Visiting Professor of Psychology at the University of Northumbria

T: 01242 604 271

W: www.mas.org.uk

E: derek.mowbray@mas.org.uk

Thank you,

Jenny Edwards
Editor, Stress News



International Stress
Management Association UK

Promoting well-being and stress prevention

The National Stress Management Awards 2011

The **National Stress Management Awards** organised by ISMA^{UK}, and launched at its conference in June this year, is supported by Professor Cary Cooper CBE, Distinguished Professor of Organisational Psychology and Health at Lancaster University. This is a new professional award scheme to recognise the UK's best organisations when it comes to beating stress in the workplace.

The Best Stress Management Policy Award, is looking for the organisation that demonstrates the best and most effective stress management policy. The Awards, which are free to enter, will be open to all organisations with 5 or more employees.

Full details regarding who can enter, the entry categories, criteria, benefits, & application form can all be found on the ISMA^{UK} website. www.isma.org.uk/national-stress-management-awards

Please take a few moments to look at this exciting opportunity and see if you would like to enter your organization. The closing date for entries is **31st December 2010**

If you have any questions concerning the awards please contact ISMA^{UK} directly on **01179 697284** or you can email: stress@isma.org.uk

Membership Notes

At the time of going to print, National Stress Awareness Day is upon us and the NSAD Committee has done a tremendous job. Major events like NSAD absorb a tremendous amount of planning to be worthwhile and the efforts of the members involved both in planning and who are acting as Stress Advisers deserve our thanks for raising the profile of ISMAUK which will benefit all members

There are many roles within ISMAUK where you can get involved and bring your influence to bear. The Board of Trustees are ordinary members who have dedicated some of their time for the benefit of the whole organisation and membership. If you would like to get involved, please contact me or any Board member. If you have particular skills or interests which could benefit the organisation, then please get in touch.

There is a resolution to expand the membership categories at the AGM on 30th November. If you work in an organisation or have your own company, you could be an organisational or corporate member. There are major developments on the accreditation of training too so becoming an Approved Trainer could have big benefits later on and raise your profile immediately.

There are still quite a lot of Members who are not registered for referrals. Enquiries are being received and you can only benefit from these if you are registered for referrals. Ask me about how you can register to receive referrals.

Becoming more active in sharing your knowledge can be of great value. ISMAUK has Inbox News and Linked In, both of which are free and enable you to learn from others or contribute your own knowledge to the profession. Also there is the subscription service ISMA Info. Please contact me or look on the website for details

The Members of the Board of Trustees and I would like to welcome the following new members and wish them a long and profitable relationship with ISMA UK.

Michael Hannon (M2207)
Cheadle Cheshire

Shelina Mawji (M2198)
Henley on Thames. Oxon

Maryanne Tam Po Fong (M2171)
Ontario Canada

John Bennett (M2206)
Cheddar Somerset

Susan Scott (M2204)
Farnham Surrey

Rebecca Clack (M2197)
Wickham Kent

Sadie Hopson (A2208)
Leigh on Sea. Essex

Chris Clarke
ISMAUK Administrator



Centre for Stress Management

promoting the cognitive behavioural approach for over 20 years

Centre for Stress Management Clarendon House, 125 Shenley Road, Borehamwood, WD6 1AG www.managingstress.com Tel 0845 680 2065 Course availability 020 8318 4448 Email admin@managingstress.com

2010-2011

Recognised Modular Programmes

- Advanced Certificate in Cognitive Behavioural Approaches to Counselling and Psychotherapy.
- Advanced Cert in Rational Emotive and Cognitive–Behavioural Therapy
- Advanced Certificate/Diploma in Stress Management/Stress Management and Coaching – a cognitive behaviour approach

Primary Certificate Courses (2 days unless shown otherwise)

Stress Management	29–30 Nov; 21–22 Feb 2011
Occupational Stress Management	10–11 Jan 2011
Cognitive Behavioural Therapy and Training	30 Nov–1 Dec; 8–9 Feb 2011
Rational Emotive Behaviour Therapy	9–10 Nov; 14–15 Mar 2011
Problem Focused Counselling, Coaching & Training	4–5 Nov; 10–11 Feb 2011
Assertion and Communication Skills Training	2–3 Dec; 30–31 Mar 2011
Relaxation Skills Training	16–17 Nov; 14–15 Feb 2011
Multimodal Therapy	2–3 Nov
Trauma and PTSD	28–29 Mar 2011
Advanced CBT	(3 days) 7–9 Mar 2011
Advanced REBT	(3 days) 23–25 Nov
Cognitive Hypnotherapy	(3 days) 5–7 Apr 2011
Mediation Skills	28–29 Apr 2011

Other Courses

- Correspondence Course in Stress Management
- Certificate in Cognitive Behaviour Therapy
- Certificate in Rational Emotive Behaviour Therapy
- Certificate in Cognitive Hypnotherapy
- Certificate in Cognitive Behaviour Therapies & Hypnosis

Courses held in London and Borehamwood or in-house.

Trainers include:

- Professor Stephen Palmer PhD
- Liz Doggart
- Michael Neenan
- Irene Tubbs
- Kasia Szymanska
- Nick Edgerton
- Dr. Siobhain O’Riordan

Limited numbers only on each course. The Centre also offers stress audits, consultancy and research, counselling, therapy supervision; in-house courses, seminars and workshops; staff counselling for organisations.



Approved by the British Psychological Society Learning Centre for the purposes of Continuing Professional Development (CPD)
Modular Programmes Approved by the International Stress Management Association (ISMA)
The Centre is recognised as a Centre of Expertise by the Institute of Health Promotion and Education (IHPE)



Centre for Coaching

in association with Centre for Stress Management

promoting the cognitive behavioural approach

Centre for Coaching Clarnedon House, 125 Shenley Road, Borehamwood, WD6 1AG www.centreforcoaching.com Tel 0845 680 2065 Course availability 020 8318 4448 Email admin@centreforcoaching.com

2010-2011

Diploma†

Advanced Certificates*

Modular programmes in:

- Coaching
- Psychological Coaching
- Coaching Psychology

Certificate Courses*

- Coaching† 6–10 Dec; 17–21 Jan 2011; 21–25 Feb 2011
- Coaching - counsellors/psychotherapists† TBA
- Psychological Coaching† 24–28 Jan 2011
- Coaching Psychology 24–28 Jan 2011

Primary Certificate Courses

- Performance Coaching 18–19 Nov; 16–17 Mar 2011
- Health Coaching 16–17 May 2011
- Stress Management 29–30 Nov; 21–22 Feb 2011
- Assertion & Communication Skills 2–3 Dec; 30–31 Mar 2011
- Problem Focused Counselling, Coaching & Training 4–5 Nov; 10–11 Feb 2011
- Redundancy Coaching and Counselling 30 Jun–1 Jul 2011
- Coaching Supervision 1–2 Mar 2011

Correspondence Course

Life Coaching - a CBC approach

Courses held in London and Borehamwood or in-house.

Approved by the British Psychological Society Learning Centre for the purposes of Continuing Professional Development (CPD)

The Centre for Coaching is an *ILM Recognised Provider*. As a recognised provider, the Centre runs a wide range of coaching and management development programmes which are suitable for Continuing Professional Development.

Centre Approved by the Society for Coaching Psychology.

The Director of the Centre is Professor Stephen Palmer PhD CPsychol.

Trainers include:

- Professor Stephen Palmer
- Nick Edgerton
- Gladeana McMahon
- Michael Neenan
- Dr Siobhain O’Riordan
- Kasia Szymanska
- Irene Tubbs

* Courses recognised by the Association for Coaching

† Courses accredited by Middlesex University



Work Based Learning at Middlesex University

Provision of Administrator Services to ISMA^{UK}.

ISMA^{UK} is looking for an Administrator to help with the administrative and secretarial workload of the association.

Initially to work alongside the current Administrator, the role will be as a self employed home based contactor. Initial contract will be awarded quarterly whilst suitability/compatibility for the role are assessed. After the second quarterly assessment, an annual contract will be arranged.

The Administrators Role includes:

- Dealing with all enquiries whether by telephone, email or postal services during the period 9am – 5pm on normal working days.
- Maintain membership and correspondence records
- Manage all membership applications
- Maintain a database of member's skills and specialisations so that enquiries for referrals can be made
- Ensure security of all records
- Prepare and publish daily news information (ISMA Info)
- Provide support to the Treasurer in identifying all in payments and paying in cheques to the bank.
- Issue all invoices on behalf of ISMA^{UK} and manage and collect all incoming payments.
- Provide information to the editor of Stress News and Inbox News for publication and provide distribution information to the printers
- To maintain the website uploading new documentation and removing all outdated information
- Provide administrative support to the NSAD and Conference committees
- To arrange any meetings as may be required by the Chair or Board
- To maintain immediate stocks of essential stationery items and store ISMA^{UK} assets

The applicant will have to provide a telephone line which can be dedicated to ISMA^{UK} use; be familiar with MS Office applications including Word, Excel and Access and able to update the website using a content management system for which training can be provided.

If you have the capacity to work for ISMA^{UK} for 17.5 hours per week (shared) or 35 hours per week (sole) and would like to explore this opportunity further, please contact Chris Clarke 01179697284 or stress@isma.org.uk

8-9 March 2011

NEC Birmingham

**health
and wellbeing
@work**

www.healthatwork2011.co.uk

The UK's leading event for HR and occupational health professionals, psychologists and counsellors responsible for improving the health and wellbeing of work-aged people. Both the conference and exhibition are free of charge to attend.

Programmes include:

- Stress management and emotional wellbeing
- Mental health
- Employee assistance
- Managing disability in the workplace
- Health screening and health promotion
- Rehabilitation and case management
- Sickness absence management
- Chronic disease and long term conditions

Organised by Sterling Events

Download a programme and register online at
www.healthatwork2011.co.uk or call 0151 709 8979

