

2014

THE FRIED EXECUTIVE

A study of Public Manager Stress and its control

Stress causes and prevention in the public management profession.

Greg Petrey
Tarrant County 9-1-1 District
5/30/2014



Table of Contents

Introduction.....	1
What is stress?.....	1
Sources of job-related stress	4
Stress prevention.....	8
Conclusion	11
Works Cited	13
Appendix.....	14
Figure 1	14
Figure 2	15
Attachment 1	16
Attachment 2	19

Introduction

The Monday morning paper reads; ‘Saraville city manager David Smith passed away Saturday morning from an apparent heart attack. Mayor Hooper expressed concerns that the city council may have a difficult time in both the short term needs of the city and replacing Mr. Smith. Public works director, Sam Jones, will be acting city manager but doesn’t have check writing authority. Therefore, Mayor Hooper will have to sign all city documents until Mr. Jones is authorized to conduct city business. Mayor Jones also expressed his sympathy to the Smith family during their time of need. The city council will meet in emergency session Tuesday evening at city hall.’

We all think of stress as being the “600 pound gorilla” waiting to ruin our lives. In fact, increased stress is generally indicated when a public manager passes away or exhibits a serious medical condition. However, stress – in moderation, of course – can be a good for you. (Sanders, 2013)

In this paper, I will define stress, list and discuss several causes of stress, and make a few recommendations for reducing or even preventing job related stress. I will also review and compare two surveys that have some surprising similarities. Finally, one brave public manager who recently had a heart attack will discuss stress and how it might have contributed to his health issues.

What is stress?

The Center for Disease Control (CDC) defines job related stress as, “harmful physical and emotional responses that occur when the requirements of the job do not match the

capabilities, resources, or needs of the worker”. The CDC further states in this report that “job stress can lead to poor health and even injury”. (NIOSH, 1999)

According to the American Psychological Association (APA):

“Stress can be a reaction to a short-lived situation, such as being stuck in traffic. Or it can last a long time if you're dealing with relationship problems, a spouse's death or other serious situations. Stress becomes dangerous when it interferes with your ability to live a normal life over an extended period. You may feel tired, unable to concentrate or irritable. Stress can also damage your physical health.” (APA, 2014)

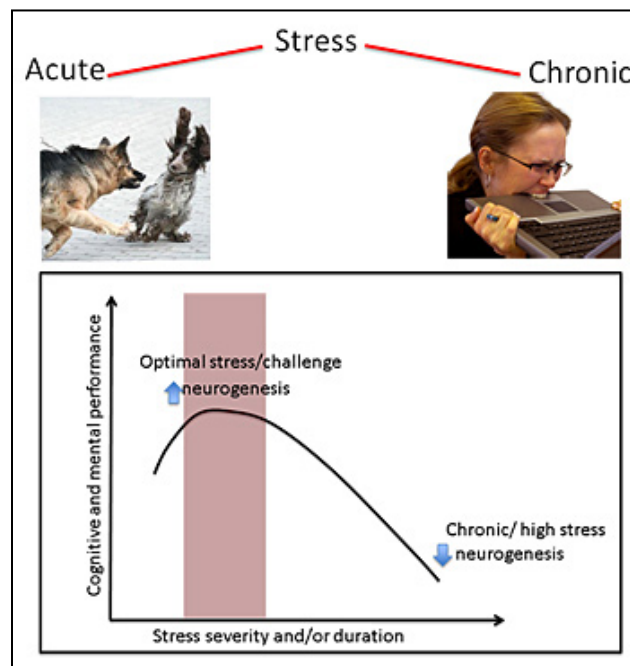
The Merriam-Webster online dictionary defines stress as “a state of mental tension and worry caused by problems in your life, work, etc.; something that causes strong feelings of worry or anxiety or physical force or pressure”. (Merriam-Webster, 2014)

In an article published in the September 2013 issue of *Public Management*, Kathleen Ronald asks the question, “What’s the number one cause of dis-ease?” Through this “play-on-words,” Ronald offers these statistics about stress. Ninety percent of all doctor visits can be attributed to stress. Twenty-five percent of the US population report experiencing “excessive stress” in their lives. Seventy-five percent of the time lost at work may be due to stress. Sixty-three percent of US workers report having high levels of stress. The top twenty-five percent of workers suffering burnout have a seventy-nine percent increased risk of coronary disease. (Ronald, 2013)

There are some common threads in these definitions of stress. Stress can be both mental and physical. Figure 1 in the appendix shows areas of the human body that are vulnerable to diseases caused by stress. Since nearly all of the body appears to be affected by stress, Ms.

Ronald's assertion that 90% of all doctor visits can be attributed to stress might be a very conservative estimate.

In his April 2013 article, Robert Sanders quotes several Berkley researchers in reinforcing his notion that "some stress is good for you". One researcher concludes that "intermediate stressful events are probably what keep the brain more alert, and you perform better when you are alert". Another researcher states that their findings, "in general, reinforce the notion that stress hormones help an animal adapt – after all, remembering the place where something stressful happened is beneficial to deal with future situations in the same place". The article goes on to include a very in-depth review of the chemical changes our bodies take during stressful time. The message here is optimistic; some stress can make you better. Just how much, remains the unanswered question. Each of us must determine our own optimum stress levels. (Sanders, 2013)



While too little stress can lead to boredom and depression, too much can cause anxiety and poor health. The right amount of acute stress, however, tunes up the brain and improves performance and health. (Sanders, 2013)

The famous researcher and author, Hans Selye, once observed that stress is only bad when it becomes a strain or what he calls “eustress”. Interestingly, according to an article available on the American Institute of Stress’s website, “stress is not a useful term for scientists because it is such a highly subjective phenomenon that it defies a definition. And if you can’t define stress, how can you possibly measure it?” Thankfully, Hans Selye did defined stress in 1936 as “the non-specific response of the body to any demand for change”. It is reported that Dr. Selye struggled all his life to find a satisfactory definition of stress. In his later years, he told reporters the “Everyone knows what stress is, but nobody really knows.” (AIS, Unknown) Based on the father of stress’s inability to define stress, it is no wonder that we can’t determine the real cause and control of stress.

Sources of job-related stress

No public manager would ever say he or she is not under some type of stress. In a pamphlet published in the mid-seventies by the University of Texas at Arlington, a psychiatrist named Dr. David Morrison states that city managers are one of the “most distressed groups of professionals” he had ever worked with. In the pamphlet, Dr. Morrison divides the pressures at work on a city manager into three major categories; non-personal, interpersonal, and personal. Examples of non-personal pressures are; economical, technological, ecological and “acts of God”. Interpersonal pressures include; courts, council, citizens, colleagues, staff, friends, family. Pressures of the more personal nature are; values, coping methods, our strengths and weaknesses, alarm systems and needs. (Morrison, 1976) Figure 2 in the Appendix is taken from an on-line version of Dr. Morrison’s article. While it includes somewhat different terminology, it helps to illustrate the pressures on the public manager for those of us who are visual learners.

This researcher, in order to “personalize” this paper, surveyed the city and county managers within the Tarrant County 9-1-1 District’s jurisdiction (See attachment 1). Eighteen managers responded to this survey. The results were somewhat surprising. In order to compare manager stress to stress levels in the general population, this survey was adapted from one conducted by Ohio State University for purposes of comparison. (Wexner Medical Center, Unknown) In Ohio State’s survey, the average stress level was thirteen with seventy percent of the respondents in the range of seven to nineteen. In the Tarrant County survey, managers reported an average stress level of fifteen, slightly above the Ohio State average. This score of fifteen, indicates an *Average Stress Level*, according to the Ohio State Survey. The reported thirteen percent average in the Ohio State Survey is also an indicator of an *Average Stress Level*. Managers also reported a slightly higher percentage of scores between seven and nineteen at seventy one and one-half percent. As mention earlier, this researcher was surprised with the results. It was expected that manager stress would be significantly higher than the general population. From survey results, it appears that this is not the case. Results of the Tarrant County and the Ohio State surveys show no significant differences in reported stress levels. Based on this limited research, it’s easy to conclude that managers have learned to manage their stress just as well as members of the general population. A printed copy of the Manager’s Stress Survey may be found as Attachment 1. The on-line version may be found by following the Wexner Medical Center link in Works Cited.

In Dr. Morrison’s pamphlet, he seems to indicate that stress among City Manager’s – at least what they report – is simply the “tip of the iceberg”. This statement indicates to me that managers in the seventy’s were keeping a lot more stress to themselves and not controlling it as we might today. This appears to be quantified by our local survey results. Less than one-third of

our survey participants indicated that they had a “significantly higher than average stress level”. By the use of the phrase “tip of the iceberg”, Dr. Morrison seems to indicate that the vast majority of his survey participants lead a very stressful life. (Morrison, 1976)

I recently came across an article written by Joel Garfinkle entitled *The rush syndrome: How it affects your health and your job*. In this article, Garfinkle epitomizes the Public Manager in his tag line; “So much to do, so little time”. He categorizes the “rush syndrome” in three ways:

1. The more you produce, the more people expect of you
 - a. If you feel you can’t muster the energy to complete an assignment, you’re approaching burnout
2. High productivity doesn’t always equal high quality work
 - a. People who try to do several things at once do all of them less well than those who focus on one task at a time
3. Adrenaline addiction can be harmful to your health
 - a. People get high from recognition until one day they feel that life is about to spin out of control

Garfinkle concludes by telling us that, “When you break any or all of these “rush syndrome” cycles, you’ll see measurable results. You’ll produce excellent work, you’ll make better-quality decisions, and you’ll feel a calm energy that nourishes rather than drains you. Why not start today?” (Garfinkle, 2014)

Originally, five local public managers had agreed to be interviewed for this paper. However, due to a plethora of other obligations and a few concerns about what the interview might reveal, ultimately only one limited interview was conducted. This particular individual requested to remain anonymous due to an ongoing workers compensation claim/dispute. He will simply be listed here as *Participant*.

Participant is a 60 year old male working in county government. He is married with one adult child and a new grandchild. He reports working 60 to 70 hours per week, including late nights, weekends and holidays. He recently suffered a ‘cardiac episode’ resulting in major surgery. He has recently reported lack of time to exercise as instructed by his Doctors and Physical Therapists.

When completing the *Holmes and Rahe Stress Scale* (see attachment 2) evaluation, Participant indicated several “Life Events” or stressors. They include; major personal illness, retirement (of spouse), new family member, major business readjustment, major change in financial state, different line of work, having a mortgage over \$100,000, major change in responsibilities at work, outstanding personal achievement, spouse stops work, revision of personal habits, trouble with boss, major change in work hours or conditions, major change in church activities and, a major change in eating habits. You will notice that many of the items marked are what might be considered “positive” events. However, they do elevate our stress levels and contribute to our overall stress levels.

Holmes and Rahe indicate that a score of 150 gives you a 50-50 chance of developing an illness. They also indicate that you will have a ninety percent chance of developing an illness, having an accident or simply “blowing up”, if you score exceeds 300. Participant’s score was 465. If you exclude the life events associated with his recent medical emergency, his score still exceeds the 300 point threshold.

Even though our research was very limited, it is clear that increased stress levels can contribute to an increased risk of illness or accident. Holmes and Rahe sum things up very well;

“You define reality by what you know, what you believe, and what you do about it”. (Holmes-Rahe, 2013)

Stress prevention

Even though our survey indicated that manager’s stress levels may not be any higher than for the general population, the fact is that managers learn to reduce or manage their stress level. The literature identifies several methods to reduce or manage stress.

Dr. Morrison, in the pamphlet mentioned previously, indicates that we must reject the idea that we are merely victims of fate and that, instead, we are responsible for and to ourselves. Morrison also tells us that managers must develop “support systems” to help them stress and learn how to relax in what he calls a “recreative sense.” (Morrison, 1976, p. 14)

Kathleen Ronald says that we must decide what we are going to do to change that behavior that’s dragging us down. She challenges us with questions like: What can you stop doing? What can you replace it with? Ronald concludes by telling us to put our own needs first. She recommends practicing good nutrition, laughing, exercising, getting good sleep, and practicing meditation. She suggests planning each day, speaking the truth, learning to say no, turning off the television, closing up the newspaper, stepping away from the computer and decluttering our lives. (Ronald, 2013)

The American Psychological Association in a 2014 report on stress suggests five ways to reduce stress:

- Identify what's causing stress. Monitor your state of mind throughout the day.
- Build strong relationships. Relationships can be a source of stress. But relationships can also serve as stress buffers.

- Walk away when you're angry. Before you react, take time to regroup by counting to 10. Then reconsider.
- Rest your mind. More than 40 percent of adults lie awake at night.
- Get help. If you continue to feel overwhelmed, consult with a psychologist or other licensed mental health professional that can help you learn how to manage stress effectively. (APA, 2014)

Dr. Josh Axe, a chiropractor and popular natural health blogger, suggests the following sixteen ways to reduce stress in your life and promote health and healing in your body.

1. **Spiritual Triathlon.** This is my personal method for keeping my focus throughout the day. Every morning when I wake up I spend 5 minutes saying all that I am grateful for, 5 minutes in prayer and 5 minutes reading my Bible or something inspirational.
2. **Schedule relaxation.** Write it down in your planner and stick to it. Make time at least once a week to do something you love—something that refreshes you. Maybe that’s a game of tennis, spending an hour alone with a good book or taking a yoga class.
3. **Pour yourself a cup.** Many varieties of hot tea have calming effects on the body and can help lower blood pressure. Try green or black tea or herbal teas with chamomile.
4. **Take a deep breath.** Try deep breathing for a few minutes every day. Tighten and release muscles. Hum to release nitric oxide and improve blood pressure.
5. **Just say “No.”** I promise it’s ok! Don’t spread yourself too thin or you won’t be able to give 100% of your efforts to any of the tasks you attempt. Your value does not depend upon how much you do for others at the expense of your own time, relationships and health.
6. **Expel excess adrenaline.** Before, during and after stressful situations, walk briskly for 5 minutes, run up a flight of stairs, do backward pushups on your chair, or do 5 minutes of deep breathing. A short burst of physical activity can expel anxiety and give you clarity and calm.
7. **Ask yourself why.** The next time you’re racing around trying to accomplish too many things in too short a time, ask yourself why you’re doing it, who it really serves, what belief its based on, whether this feeling is really what you want, whether this is a value or

principle you want to base your life on. *“Worry does not empty tomorrow of its sorrow; it empties today of its strength.” ~Corrie Ten Boom*

8. **Nix the caffeine, nicotine and alcohol.** Don't add to nervous energy with stimulants and don't mask stress with alcohol. The long-term effects compound the negative effects of stress.
9. **Exercise regularly.** Regular exercise helps expel built-up tension, stress hormones and clears the mind. Exercise helps to release endorphins, the brain's natural feel-good chemicals. I recommend Burst Training for the most health benefits.
10. **Sleep.** Staying up late to get more done robs you of your total productivity. It dulls your mind, increases stress, promotes weight gain and contributes to mood swings.
11. **Use your senses.** Find colors that soothe you, wear fabrics that please you. Take a scented bath, play music you love. Paint, get a massage, or take a walk in the woods. *“Life is not measured by the number of breaths we take, but by the number of moments that take our breath away.” ~Hilary Cooper*
12. **Connect with others.** Making time for social connection is very important and restorative. Social connection is what makes us a part of something larger than ourselves and our worries. It gives us perspective.
13. **Serve someone else.** Related to connecting with others, try volunteering at a soup kitchen, making meals for parents with a newborn baby or helping with home repairs for an elderly neighbor. Remind yourself that it's not always all about you. *“If you change the way you look at things, the things you look at change.” ~Wayne Dwyer*
14. **Be prepared.** You can combat alarmist or catastrophic thinking by being prepared. Keep a change of clothes in the car, create an emergency fund for car repairs, have an alternative proposal in mind at work.
15. **Make a vision board.** Write down your goals and post them on a board where it can be seen every day. What do you want to accomplish? Who do you want to become? Print out pictures to visually remind yourself of what is most important to you. *“Life is a journey, not a destination.” ~Rumi*

16. Share responsibility. Delegating really is an important skill. Instead of complaining about how much you have to accomplish, teach your kids to cook, share the credit with a co-worker, or work out sports shuttling with another parent. (Axe, 2009)

Joel Garfinkle also illustrates the need to break the rush Syndrome. He suggests that we:

1. Take a break, literally. Take a day off, or even an hour. Make list of things you'd like to get off your plate.
2. Resolve to control technology, not let it control you. Switch off your e-mail when you're working on a project. Make one day a week technology-free. (Start with an hour if you can't tolerate a whole day!)
3. Acknowledge that you have a problem. Confide in those close to you that you are trying to break the habit. Ask them to stop promoting or enabling your addictive behavior. Get help from a coach or find (or start) a support group. (Garfinkle, 2014)

Based on the review of the literature, it is believed that there are three relatively simple steps any manager can take to reduce stress. The first would be to eat right. Potato chips and coke don't make a nutritious meal. Even if you're stuck at your desk, have healthy snacks available. Fruits, nuts and seeds make very tasty snacks. Second is to remove the most common causes of stress from your life. Learn to say no. Delegate more. Finally, set aside time for yourself. It's guaranteed that what you don't get done today will be there tomorrow. Schedule yourself some time, as Dr. Morrison recommends, re-create yourself.

Conclusion

Without question, stress is in our everyday lives. Even if it is so called good stress, the affect on our bodies and our emotions can be enormous. We identified stress and several ways to reduce or at least manage negative stress. We also discussed that stress cannot be easily defined. Even well known and renowned researchers can't agree on a definition. We also surveyed public

managers as a group and interviewed one who recently had a medical emergency that can be easily attributed to stress. Finally, we made some recommendations as to stress reduction.

Some researchers have told us that a certain level of stress is beneficial and even required. Stress has even been reported to keep our brains alert resulting in better performance. On the contrary, stress has also been reported as a major contributor to disease or as one researcher calls it “dis-ease”.

While researchers Cleary have difficulty defining it, they all seem to agree on three major factors in dealing with stress. The first, and arguably hardest, recommendation is to let go. That unfinished project will be there tomorrow, guaranteed. Another factor in dealing with stress is to take care of your body. Whether it is eating better, exercising more or any combination, you must take care of yourself. Finally, and certainly not least, is to schedule some “me” time. Start out small. One researcher concluded that simply turning your cell phone off for an hour is a great way to begin creating time for yourself. We can even combine all three recommendations by spending time outside – go fishing or hunting in an area without cell phone service and cook your spoils on an open fire. The Mayor will understand; he needs to de-stress too.

As this paper was being prepared, it was the hypothesis that Public Managers would have a much higher level of stress than the general population. The localized research did not support that conclusion. In general, public manager’s – at least those who responded to the survey – are doing a very good job of controlling their stress levels. I would never conclude from the research and the literature review that the public manager profession is not stressful. It appears that in the last 20 years, public managers have learned how to control their stress levels and break the “rush syndrome” cycle as Joel Garfinkle calls it.

Works Cited

- AIS. (Unknown). What is Stress? Retrieved from The American Institute of Stress:
<http://www.stress.org/what-is-stress/>
- APA. (2014). Stress. Retrieved from American Psychological Association:
<http://www.apa.org/topics/stress/index.aspx>
- Axe, D. J. (2009, October 28). 16 Way to Bust Stress. Retrieved from DrAxe.com - Maximize Your Health: <http://draxe.com/16-ways-to-bust-stress/>
- Garfinkle, J. (2014, May 19). The "Rush Syndrome": How it affects your health and your job. Retrieved from SmartBlog on Leadership:
http://smartblogs.com/leadership/2014/05/19/the-rush-syndrome-how-it-affects-your-health-and-your-job/?utm_source=brief
- Holmes-Rahe. (2013, July 4). The Holmes And Rahe Stress Scale. Retrieved from TA-Tutor:
<http://ta-tutor.com/sites/ta-tutor.com/files/handouts/ram015.pdf>
- Merriam-Webster. (2014). Stress. Retrieved from Merriam-Webster online dictionary:
<http://www.merriam-webster.com/dictionary/stress>
- Morrison, D. M. (1976, March). Stress and the Healthy Manager. (D. W. Tees, Ed.) Pamphlet compiled from the second in a series of four workshops conducted for the North Texas City Management Association by the North Central Texas Urban Management Education Committee., ??
- NIOSH. (1999). Stress at Work. Retrieved from Center for Disease Control and Prevention:
<http://www.cdc.gov/niosh/docs/99-001>
- Ronald, K. (2013). Get Your Life Back: De-Clutter Your Stress Factors Now! Public Manager.
- Sanders, R. (2013, April 16). Researchers find out why some stress is good for you. Retrieved from University of California at Berkeley News Center:
<https://newscenter.berkeley.edu/2013/04/16/researchers-find-out-why-some-stress-is-good-for-you/>
- Wexner Medical Center. (Unknown). Stress Survey. Retrieved from Ohio State University - Wexner Medical Center:
<http://medicalcenter.osu.edu/files/survey/pages/stress.aspx?referralsite=health1#>

Appendix

Figure 1

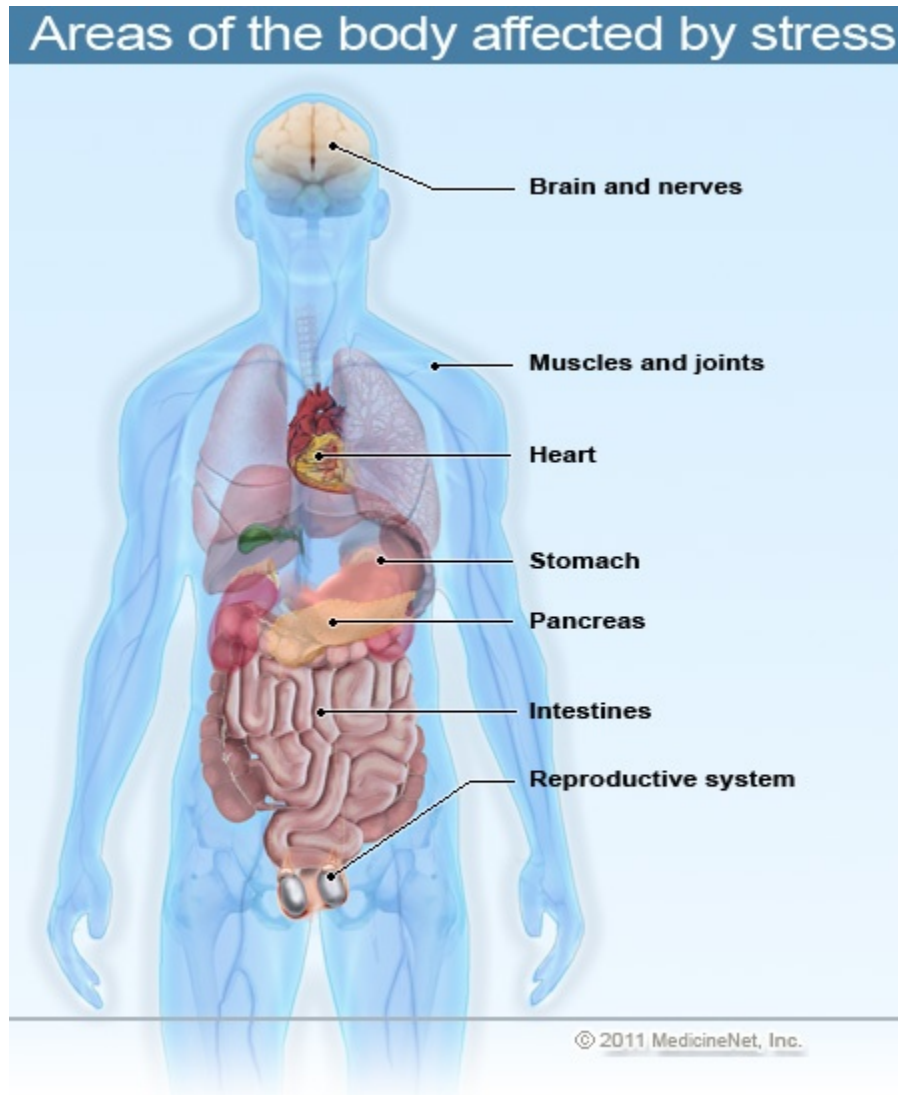


Figure 2

EXECUTIVE RESPONSIBILITIES & PRESSURES



Attachment 1

Public Manager Stress

I respectfully request that you participate in the following survey concerning Public Manager Stress. The survey results will be used to demonstrate that Public Manager's have a higher level of stress in the workplace and at home than the general public. The individual information you provide is 100% confidential. Only aggregate or generalized information will be used in the final research paper. The results will be used as the basis of a research project to satisfy the final requirements of the Certified Public Manager program.

Please feel free to contact me with any questions.

Thank you,
Greg Petrey, Executive Director
Tarrant County 9-1-1 District

Instructions:

The questions in this scale ask you about your feelings and thoughts during the last month. In each case, please select how often you felt or thought a certain way. The Survey should only take approximately ten (10) minutes to complete.

***1. In the last month, how often have you been upset because of something that happened unexpectedly?**

- NEVER
- ALMOST NEVER
- SOMETIMES
- FAIRLY OFTEN
- VERY OFTEN

***2. In the last month, how often have you felt that you were unable to control the important things in your life?**

- NEVER
- ALMOST NEVER
- SOMETIMES
- FAIRLY OFTEN
- VERY OFTEN

***3. In the last month, how often have you felt nervous and "stressed"?**

- NEVER
- ALMOST NEVER
- SOMETIMES
- FAIRLY OFTEN
- VERY OFTEN

Public Manager Stress

***4. In the last month, how often have you felt confident about your ability to handle your personal problems?**

- NEVER
- ALMOST NEVER
- SOMETIMES
- FAIRLY OFTEN
- VERY OFTEN

***5. In the last month, how often have you felt that things were going your way?**

- NEVER
- ALMOST NEVER
- SOMETIMES
- FAIRLY OFTEN
- VERY OFTEN

***6. In the last month, how often have you found that you could not cope with all the things that you had to do?**

- NEVER
- ALMOST NEVER
- SOMETIMES
- FAIRLY OFTEN
- VERY OFTEN

***7. In the last month, how often have you been able to control irritations in your life?**

- NEVER
- ALMOST NEVER
- SOMETIMES
- FAIRLY OFTEN
- VERY OFTEN

Public Manager Stress

***8. In the last month, how often have you felt that you were on top of things?**

- NEVER
- ALMOST NEVER
- SOMETIMES
- FAIRLY OFTEN
- VERY OFTEN

***9. In the last month, how often have you been angered because of things that were outside of your control?**

- NEVER
- ALMOST NEVER
- SOMETIMES
- FAIRLY OFTEN
- VERY OFTEN

***10. In the last month, how often have you felt difficulties were piling up so high that you could not overcome them?**

- NEVER
- ALMOST NEVER
- SOMETIMES
- FAIRLY OFTEN
- VERY OFTEN

Thank you for participating in the 2014 Public Manager Stress Survey. Survey results and the final research paper will be posted on my personal website (<http://www.gregpetrey.com/CPM>), in late May.

Greg Petrey

Attachment 2

• YOU MAY PRINT AND COPY AND USE THIS HANDOUT FOR YOUR PERSONAL OR PROFESSIONAL USE • AS IS • AS FREELY AS YOU WISH •

HOLMES AND RAHE STRESS SCALE

Holmes and Rahe found that a score of 150 gives you a 50-50 chance of developing an illness. A score of 300+ gives you a 90% chance of developing an illness, having an accident or "blowing up". Notice that "positive times" like Christmas, marriage and vacations are stressful.

multiply event by the number of times you have experienced it in the last year

LIFE EVENT (STRESSOR)	VALUE	#/YR	TOTAL
1 DEATH OF SPOUSE	100	X	=
2 DIVORCE	73	X	=
3 MARITAL SEPARATION	65	X	=
4 JAIL TERM	63	X	=
5 DEATH OF CLOSE FAMILY MEMBER	63	X	=
6 MAJOR PERSONAL INJURY OR ILLNESS	53	X	=
7 MARRIAGE	50	X	=
8 FIRED FROM WORK	47	X	=
9 MARITAL RECONCILIATION	45	X	=
10 RETIREMENT	45	X	=
11 MAJOR CHANGE IN HEALTH OF FAMILY MEMBER	44	X	=
12 PREGNANCY	40	X	=
13 SEX DIFFICULTIES	39	X	=
14 GAIN OF NEW FAMILY MEMBER	39	X	=
15 MAJOR BUSINESS READJUSTMENT	39	X	=
16 MAJOR CHANGE IN FINANCIAL STATE	38	X	=
17 DEATH OF CLOSE FRIEND	37	X	=
18 CHANGE TO DIFFERENT LINE OF WORK	36	X	=
19 MAJOR CHANGE IN NUMBER OF ARGUMENTS WITH SPOUSE	35	X	=
20 MORTGAGE OVER \$100,000	31	X	=
21 FORCLOSURE OF MORTGAGE OR LOAN	30	X	=
22 MAJOR CHANGE IN RESPONSIBILITIES AT WORK	29	X	=
23 SON OR DAUGHTER LEAVING HOME	29	X	=
24 TROUBLE WITH IN-LAWS	29	X	=
25 OUTSTANDING PERSONAL ACHIEVEMENT	28	X	=
26 SPOUSE BEGINS OR STOPS WORK	26	X	=
27 BEGIN OR END SCHOOL	26	X	=
28 MAJOR CHANGE IN LIVING CONDITIONS	25	X	=
29 REVISION OF PERSONAL HABITS	24	X	=
30 TROUBLE WITH BOSS	23	X	=
31 MAJOR CHANGE IN WORK HOURS OR CONDITIONS	20	X	=
32 CHANGE IN RESIDENCE OR SCHOOLS	20	X	=
33 MAJOR CHANGE IN RECREATION	19	X	=
34 MAJOR CHANGE IN CHURCH ACTIVITIES	19	X	=
35 MAJOR CHANGE IN SOCIAL ACTIVITIES	18	X	=
36 MORTGAGE OR LOAN LESS THAN \$10,000	17	X	=
37 MAJOR CHANGE IN SLEEPING HABITS	16	X	=
38 MAJOR CHANGE IN NUMBER OF FAMILY GET-TOGETHERS	15	X	=
39 MAJOR CHANGE IN EATING HABITS	15	X	=
40 VACATIONS , CHRISTMAS	13	X	=
41 MINOR VIOLATIONS OF THE LAW	11	X	=
YOUR TOTAL			_____



OPINIONS AND FEELINGS ARE FREQUENTLY A PERSONAL TRIUMPH OVER GOOD THINKING
YOU DEFINE REALITY BY WHAT YOU KNOW, WHAT YOU BELIEVE, AND WHAT YOU DO ABOUT IT.

• TA-TUTOR.COM • R&M SEMINARS • RELATIONSHIP & MANAGEMENT • LEWIS QUINBY LCSW • 1671 MYRTLE AVE • EUREKA CA 95501 • (707) 443-3637 •