Leadership II

TOPIC 4

Change and load as natural aspects of professional environment
Contents:
• Basic concepts and approaches concerning change, load, stress and crisis.
• Models of stress affecting decision-making and acting, methods BfB and EEGBfB.
• Cognitive and emotional aspects participating in human learning, decision-making and acting in demanding situations.

Individual assignments:
• Study support for LEA II - topics 4/5 - Change and load, selected aspects of coping with load and task fulfillment in demanding, limit and extreme conditions, situations and missions for supporting military-professional preparation (load and change, stress, stressors, ARS and PTSD).
• Elaboration of coping strategies indicators - SVF 78.
Aspects of change and load

• Load – stress – crisis – trauma
• What is stress?
• How it originates and evolves.
• What are its symptoms?
• What are its consequences for:
  a) Learning
  b) Decision-making and acting
  c) Relationships and their development
  d) System and its quality, functions, utility.

• What are stressors and how they work.
• How we react to difference, change and load (do we react to load or to differences – change?).
• What are coping strategies and how are they useful?
• What methods are used in profylaction, prevention and for adapting to current context and why.
Related aspects and applied approaches

- Transformation and change.
- Load, stress, crisis.
- Trauma and burnout.
- ARS and PTSD.
- Change management.
- Autopoiesis – individual, system and their development.
Aspects of change and load

Differences and relationships

Processes, states

Networks, systems, microteams

human

Differences and relationships

Networks, systems, microteams

Cognitive continuum

Decision-making

Acting

Cognitive model, paradigm

Coping strategies

Biofeedback, neurofeedback

relief

Perception

Cognition

Decision-making

Acting

Sharing

Feedback

Cognitive management

Methods and principles of modifying psychophysical and mental condition

Complex psychophysical systems and procedures

PBSP - needs

concentration

reflection

intention

metaphor

meditation

Mind

regenerating relaxation

self-knowledge

self-development

Coping strategies

Biofeedback, neurofeedback

Concentration

Relief
Load, stress, crisis

Load
result of mutual influence of internal and external environment (load is a necessary condition of life, existence of phenomena, relationships, elements, systems)

Stress
(state or process of) reaction to change of internal or external conditions placing increased demands on system resources
Load, stress, crisis

Crisis
process or state characterized as experiencing a subjectively threatening situation with great dynamic load and change potential

• **Etymological origin** – (Greek) expresses a decisive stage, decisive turn, difficult and arduous situation, distress, oppression, disturbance.

• **N.B.** The term crisis did not mean difficulty or state of peril as it is conceived today; it meant a decisive stage, e.g. in the course of illness between life and death. From there the expression was adopted and is used in its negative meaning.
Levels of stress symptoms

• Body (physiological, biological)

• Mind (psychological, emotional)

• Behavioral
Physiological symptoms of stress

- Heavy heartbeat, pain and sensation of constriction behind the sternum.
- Lack of appetite, flatulence in the abdomen, spasms in lower abdomen, diarrhea.
- Frequent urge to urinate.
- Piercing and burning sensations in hands and feet, stiffness of joints, tendons and muscles.
- Muscular tension in the neck and lower back. Unpleasant sensations in the throat, drawn lips and jaw muscles, dry mouth.
- Persistent headaches, migraine states.
- Eczema, rashes, spots, itching sensations and sweating, e.g. cold and wet palms.
- Dual vision and difficulty with concentrating the eyes on one point.
- Accelerated and superficial breathing, overall muscular tension accompanied by limp body posture.
- Specific body posture (drooped shoulders, folded arms, stooped body).
- Facial expression – wrinkles, drawn lips and eyebrows, fixed jaws.
Emotional symptoms of stress

- Rapid and markedly fast changes of mood.
- Excessive concern about things of far less importance.
- Decreased ability to manifest emotional attachment, sympathy with others.
- Limiting contacts with others, closing oneself.
- Excessive sensations of fatigue and difficulty with concentrating attention.
- Increased excitability, irritability and anxiety, greater sensitivity or over-sensitivity (lower psychological tolerance to noise, space limitation, monotony and others).
Behavioral symptoms of stress

- Indecisiveness, instability – switching from one unfinished activity to another, lack of concentration, fragmentary perception or tunnel vision, forgetfulness.
- Difficulty with coping with common task, such as manipulating equipment, carrying out automated actions, higher error rate.
- Increased consumption of cigarettes, alcoholic drinks and means of support.
- Lack of appetite or compulsive overeating.
- Change of daily life rhythm - problems with falling asleep, staying up late and then getting up late feeling tired.
- Changes in speech - faster rhythm, intensity, voice level, switching from topic to topic, loss of continuity.
Consequences of load and stress

- Mental balance
- Bodily balance
- Behavior and personal relationships
- Overall performance