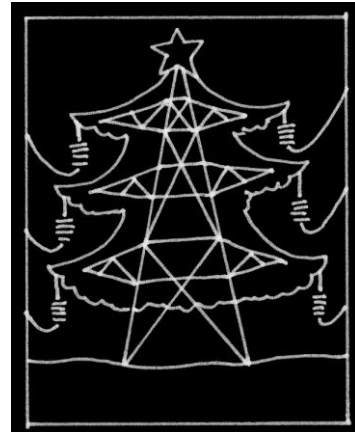


IPENZ ENGINEERING UPDATE December 2010



The team at Energy Library would like to wish you all a safe and happy Christmas and holiday break.

The Energy Library has enjoyed working with IPENZ this year and looks forward to continuing our relationship into the future.



design by Kat McAra

Samplings from this Issue

- Are your employees for duty?
- Infrastructure as an asset class: Investment strategies, project finance and PPP.
- Driving down cost: How to manage and cut costs intelligently.
- Effect of steel corrosion pattern on RC beam performance.
- Non-dam alternatives for delivering water services at least cost and risk.
- The story of world—record (bridge) spans.
- The next scientific revolution.
- Everything I needed to know about leadership I learned in the boy scouts.

➤ **Special Focus : Work life balance/Job stress : Perspectives over the decades**

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Management/Leadership/Strategic Planning/Recruitment/Training and Development/Project Management/Corporate Responsibility

√IPENZ 42/01 Increasing 'local content' in infrastructure procurement. Part I.

Wells, J. and Hawkins, J. Proceedings of the Institution of Civil Engineers: Management, Procurement and Law, Volume 163, Issue MP2 (May 2010) Pages 65-70.

√IPENZ 42/02 Increasing 'local content' in infrastructure procurement. Part II.

Wells, J. and Hawkins, J. Proceedings of the Institution of Civil Engineers: Management, Procurement and Law, Volume 163, Issue MP2 (May 2010) Pages 71-75

√IPENZ 42/03 Are your employees fit for duty?

Coliflores, R. V. and Kleiner, B. Industrial Management, Volume 52, Issue 4 (July 2010) Pages 25-30.

√IPENZ 42/04 The next scientific revolution.

Hey, T. Harvard Business Review, Volume 88, Issue 11 (November 2010) Pages 56-63.

For decades, computer scientists have tried to teach computers to think like human experts. Until recently, most of those efforts have failed to come close to generating the creative insights and solutions that seem to come naturally to the best researchers, doctors, and engineers. But now, Tony Hey, a VP of Microsoft Research, says we're witnessing the dawn of a new generation of powerful computer tools that can "mash up" vast quantities of data from many sources, analyze them, and help produce revolutionary scientific discoveries. Hey and his colleagues call this new method of scientific exploration "machine learning."

√IPENZ 42/05 Emotional intelligence: A catalyst for inspirational leadership and management excellence.

Chopra, P. K. and Kanji, G. K. Total Quality Management & Business Excellence, Volume 21, Issue 10 (1 October 2010) Pages 971-1004.

√IPENZ 42/06 Four lessons in adaptive leadership.

Useem, M. Harvard Business Review, Volume 88, Issue 11 (November 2010) Pages 86-90.

√IPENZ 42/07 Satisfaction.

Frehill, L. Mechanical Engineering, Volume 132, Issue 1 (January 2010) Pages 38-41.

Measurement of job satisfaction. Results of a survey of men and women who work in the U.S. engineering sector.

√IPENZ 42/08 Essential soft skills for success in the twenty-first century workforce as perceived by business educators.

Mitchell, G.W. et al. Delta Pi Epsilon Journal, Volume 52, Issue 1 (Winter 2010) Pages 43-53

√IPENZ 42/09 **Everything I needed to know about leadership I learned in the boy scouts.**
Griggs Jr., F. E. Leadership & Management in Engineering (ASCE), Volume 9, Issue 4 (October 2009)
Pages 198-204.

√IPENZ 42/10 **Making sense of corporate social responsibility: Exploring organizational processes and strategies.**
van der Heijden, A., Driessen, P. P. J. and Cramer, J. M. Journal of Cleaner Production, Volume 18,
Issue 18 (December 2010) Pages 1787-1796.

√IPENZ 42/11 **Can corporate social responsibility survive recession?**
Quelch, J. A. and Jocz, K. E. Leader to Leader, Volume 2009, Issue 53 (Summer 2009) Pages 37-43.

√IPENZ 42/12 **Micro strategies: The key to successful planning in uncertain times.**
Logan, D. and Fischer-Wright, H. Leader to Leader, Volume 2009, Issue 54 (Fall 2009) Pages 45-52.

√IPENZ 42/13 **Hybrid hero: Award of excellence winner 2010: John Hillman.**
ENR (12 April 2010) Pages 32-41.
Profile of the man behind the development of the Hybrid Composite Beam.

√IPENZ 42/14 **Risk informed decision making.**
Ayyub, B. M., Prassinis, P. G. and Etherton, J. Mechanical Engineering, Volume 132,
Issue 1 (January 2010) Pages 28-33.



√IPENZ 42/15 **Cause and consequences of crises: How perception can influence communication.**
Wester, M. Journal of Contingencies & Crisis Management, Volume 17, Issue 2 (June 2009) Pages
118-125.

√IPENZ 42/16 **Enhancing organizational resilience through emergency planning: Learnings from cross-sectoral lessons.**
Crichton, M. T., Ramsay, C. G. and Kelly, T. Journal of Contingencies & Crisis Management, Volume
17, Issue 1 (March 2009) Pages 24-37.

√IPENZ 42/17 **20 tech habits that will change your life.**
Trapani, G. PC World, Volume 26, Issue 12 (1 December 2008) Pages 100-108.

√IPENZ 42/18 **Greener roads ahead.**
Shuster, L. A. Civil Engineering, Volume 80, Issue 9 (September 2010) Pages 78-81.

√IPENZ 42/19 **Empowering the people: The Bonneville Dam.**
Hansen, B. Civil Engineering, Volume 80, Issue 6 (June 2010) Pages 40-43.
The article provides a history behind the construction of the Bonneville Dam.

Technical Aspects of Engineering

√IPENZ 42/20 **Effect of steel corrosion pattern on RC beam performance.**

Zhang, R. J., Castel, A. and François, R. Proceedings of the Institution of Civil Engineers: Construction Materials, Volume 163, Issue CM2 (May 2010) Pages 97-108.

√IPENZ 42/21 **Influence of bracings on the stability of a truss.**

Vieira, R. F. and Requena, J. A. V. Proceedings of the Institution of Civil Engineers: Engineering and Computational Mechanics, Volume 163, Issue EM2 (June 2010) Pages 91-99.

√IPENZ 42/22 **Is it a park, wastewater treatment plant or both?**

ENR (20 September 2010) Pages 12-13.
Natural decentralised wastewater systems.

√IPENZ 42/23 **Race against time.**

ENR (27 September 2010) Pages 42-44.
The San Francisco water system is undergoing a seismic upgrade.
Estimated costs are \$4.6 billion.

√IPENZ 42/24 **Renewable and sustainable approaches for desalination.**

Gude, V. G., Nirmalakhandan, N. and Deng, S. Renewable and Sustainable Energy Reviews, Volume 14, Issue 9 (December 2010) Pages 2641-2654.

√IPENZ 42/25 **Water, sustainability, and self-reliance.**

Gallagher, R. P. et al. Civil Engineering, Volume 79, Issue 11 (November 2009) Pages 68-76.

√IPENZ 42/26 **Cost recovery in the water supply and sanitation sector: A case of competing policy objectives?**

Delphine Francois, Aad F. Correlje, John P.M. Groenewegen. Utilities Policy, Volume 18, Issue 3 (September 2010) Pages 135-141.

According to Article 9 of the European Water Framework Directive, water-pricing policies have to provide adequate incentives for users to use water resources efficiently by 2010. This paper investigates some of the conflicts that may arise when introducing the polluter pays principle for the recovery of costs of water supply and sanitation services.

√IPENZ 42/27 **Non-dam alternatives for delivering water services at least cost and risk.**

Totten, M., Killeen, T. J. and Farrell, T. A. Water Alternatives, Volume 3, Issue 2 (2010) Pages 207-230.



√IPENZ 42/28 **The costs of adaptation to climate change for water infrastructure in OECD countries.**

Hughes, G., Chinowsky, P and Strzepek, K. Utilities Policy, Volume 18, Issue 3 (September 2010) Pages 142-153.

There is concern that climate change may greatly increase the costs of providing water infrastructure in rich countries, but the estimates available cannot be compared across countries. This paper develops and applies a top-down approach to estimate the costs of adapting to climate change on a consistent basis for different climate scenarios.

√IPENZ 42/29 **Seepage analysis under dams with vertical sheet pile using Schwarz-Christoffel transformation.**

Abdulrahman, A. and Mardini, J. International Journal of Geotechnical Engineering, Volume 4, Issue 4 (October 2010) Pages 537-547.

√IPENZ 42/30 **Significance of the Boulder Canyon Project.**

Young, W. R. Civil Engineering, Volume 80, Issue 11 (November 2010) Pages 66-70.

√IPENZ 42/31 **The majesty of Hoover Dam.**

Rogers, J. D. Civil Engineering, Volume 80, Issue 11 (November 2010) Pages 51-65.

√IPENZ 42/32 **The story of world-record spans.**

Tang, M-C. Civil Engineering, Volume 80, Issue 3 (March 2010) Pages 56-63.

An article on the history of the longest bridges in the world. The first span on record was the Luding bridge in China in the 1700s.

√IPENZ 42/33 **Worth the wait.**

Kite, S. and Hussain, N. Civil Engineering, Volume 80, Issue 10 (October 2010) Pages 60-78.

The article focuses on the design of the Stonecutters Bridge in Hong Kong, China.

√IPENZ 42/34 **Effects of meteorological variables on exergetic efficiency of wind turbine power plants.**

Baskut, O., Ozgener, O. and Ozgener, L. Renewable and Sustainable Energy Reviews, Volume 14, Issue 9 (December 2010) Pages 3237-3241.

√IPENZ 42/35 **Displacement of tunnels from a basement excavation in London.**

Devriendt, M. et al. Proceedings of the Institution of Civil Engineers: Geotechnical Engineering, Volume 163, Issue GE3 (June 2010) Pages 131-145.

√IPENZ 42/36 **Optical fibre strain measurement for tunnel lining monitoring.**

Cheung, L. L. K. et al. Proceedings of the Institution of Civil Engineers: Geotechnical Engineering, Volume 163, Issue GE3 (June 2010) Pages 119-130.

√IPENZ 42/37 Full-scale testing to access climate effects on embankments.

Hughes, P. N. et al. Proceedings of the Institution of Civil Engineers: Engineering Sustainability, Volume 162, Issue ES2 (June 2009) Pages 67-79.

√IPENZ 42/38 Trends and sustainability criteria of the production and use of liquid biofuels.

Markevicius, A. et al. Renewable and Sustainable Energy Reviews, Volume 14, Issue 9 (December 2010) Pages 3226-3231.

√IPENZ 42/39 Toll road treading lightly.

ENR (20 September 2010) Pages 24-27.
Construction of a \$2.6 billion highway in Maryland, USA.

√IPENZ 42/40 On integration of plug-in hybrid electric vehicles into existing power system structures.

Galus, M. D., Zima, M and Andersson, G. Energy Policy, Volume 38, Issue 11 (November 2010) Pages 6736-6745.

√IPENZ 42/41 Effect of hybrid system battery performance on determining CO2 emissions of hybrid electric vehicles in real-world conditions.

Alvarez, R., Schlienger, P. and Weilenmann, M. Energy Policy, Volume 38, Issue 11 (November 2010) Pages 6919-6925.

√IPENZ 42/42 On the feasibility of solar-powered irrigation.

Kelley, L. C. Renewable and Sustainable Energy Reviews, Volume 14, Issue 9 (December 2010) Pages 2669-2682.

√IPENZ 42/43 Review of solar assisted heat pump drying systems for agricultural and marine products.

Daghigh, R. et al. Renewable and Sustainable Energy Reviews, Volume 14, Issue 9 (December 2010) Pages 2564-2579.

**√IPENZ 42/44 The viability of balancing wind generation with large scale energy storage.**

Nyamdash, B., Denny, E. and O'Malley, M. Energy Policy, Volume 38, Issue 11 (November 2010) Pages 7200-7208.

√IPENZ 42/45 Air-conditioning Australian households: The impact of dynamic peak pricing.

Strengers, Y. Energy Policy, Volume 38, Issue 11 (November 2010) Pages 7312-7322.

√IPENZ 42/46 Treatment of combined bleaching effluent by membrane filtration technology for system closure in paper industry.

Kumar Shukla, S., Kumar, V. and Bansal, M. C. Desalination & Water Treatment, Volume 13, Issue 1-3 (January 2010) Pages 464-470.

√IPENZ 42/47 A gasification-based biorefinery for the pulp and paper industry.

Consonni, S., Katofsky, R. E. and Larson, E. D. Chemical Engineering Engineering Research & Design: Transactions of the Institution of Chemical Engineers Part A, Volume 87, Issue 9 (September 2009) Pages 1293-1317.

√IPENZ 42/48 Energy efficiency opportunities in the U.S. pulp and paper industry.

Kramer, K. J., Masanet, E. and Worrell, E. Energy Engineering, Volume 107, Issue 1 (2010) Pages 21-50.

√IPENZ 42/49 Influence of short-term variations on energy-saving opportunities in a pulp mill.

Persson, J. and Berntsson, T. Journal of Cleaner Production, Volume 18, Issue 9 (June 2010) Pages 935-943.

Minimising emissions and energy wastage by improved industrial processes and integration of renewable energy - Papers selected from 12th conference - Process Integration, Modelling and Optimisation for Energy Saving and Pollution Reduction.

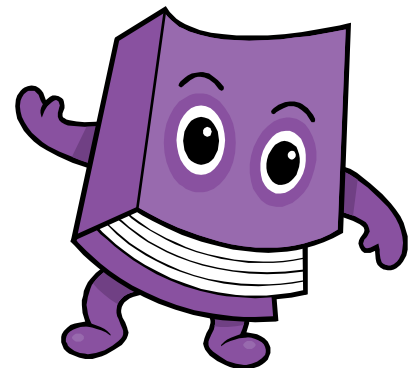
Books in Energy Library

These can be borrowed directly by Energy Library members or via interlibrary loan by non members.

√IPENZ 42/50 Driving down cost: How to manage and cut costs intelligently.

Wilenman, A. London: Nicholas Brealey Publishing, 2008.

This is a timely, well structured book of great relevance to both private-sector businesses and public sector organizations. It provides practical techniques for implementing cost reduction programs and useful international case studies.

**√IPENZ 42/51 Employment bites: The bite sized guide to better human resources with up to date examples for New Zealand companies.**

Atkins, A. Auckland: Harper Collins Publishers, 2010.

This is a very practical guide with examples based on New Zealand case law. The chapters are presented in 'bite sized' chunks with clear explanations. All facets of human relations in large and small companies are covered, including: recruitment, performance management, maternity leave, redundancy, firing and writing human resource policy plans.

√IPENZ 42/52 Shaken up: Proceedings of a workshop on recovery following the Gisborne earthquake, 7 Dec 2009.

Walker, Alan ed. Lower Hutt: Opus International Consultants, 2010.

Reports the findings following a half day workshop after the Gisborne Earthquake which occurred in December 2007. Topics in the presentations included: Building and infrastructure damage; The preparedness, damage, and experience of recovery from the perception of households and

businesses; The need for adequate insurance; People's post-earthquake travel patterns and motivations; Parallels between the Gisborne earthquake and the Newcastle earthquake of 1989.

√IPENZ 42/53 **Thinkertoys: A handbook of creative-thinking techniques.**

Michalko, M. Berkeley, Calif. Ten Speed Press, 2006.

This book holds a wealth of creative-thinking techniques, from the linear to the intuitive, which will teach you how to come up with innovative solutions to personal and business problems. It is packed with fun and motivating exercises.

√IPENZ 42/54 **How to cool the planet: Geoengineering and the audacious quest to fix earth's climate.**

Goodell, J. Melbourne: Scribe Publications, 2010.

Global warming is a problem of catastrophic proportions for earth's future. How to deal with this problem is occupying the minds of a vast number of people; while some advocate changes which would help the situation slowly and carefully, others advocate changes which would deliver "quick-fix" solutions. Such geoengineers have been around for a long time - rainmakers have been trying to avert droughts for hundreds of years. This book looks at the possible gains and the negative effects of geoengineering - the scientific, political, financial and moral aspects cannot be ignored.

√IPENZ 42/55 **Big ideas: 100 wonders of New Zealand engineering.**

Wright, Matthew. Auckland: Random House, 2009

This pictorial text covers the historical design of 100 feats of New Zealand engineering and features roads, bridges, dams, railway viaducts, and tunnels. It also includes the national grid, the Huntly Power Station and the HVDC.

√IPENZ 42/56 **Infrastructure as an asset class: Investment strategies, project finance and PPP.**

Weber, B. and Alfen Hans Wilhelm. Chichester, UK: Wiley, 2010.

This book aims to bring together infrastructure investments, project finance, and public private partnerships (PPPs). It also discusses the methodology of project finance.

SPECIAL TOPIC: Perspectives on Work life balance /Job Stress over the decades

√IPENZ 42/57 **Working time arrangements and recreation: Making time for weekends when working long hours.**

Brown, K. et al. Australian Bulletin of Labour, Volume 36, Issue 2 (1 June 2010) Pages 194-213.



√IPENZ 42/58 **Tick, tick boom.**

Robinson, J. Entrepreneur, Volume 38, Issue 11 (November 2010) Pages 75-78.

Job stress is often caused by time pressure and has an impact on decision making. This article outlines some steps to manage this stress. It also discusses the related research on people with Type-A personalities.

√IPENZ 42/59 **Chained to the desk.**

Leung, L. PM Network, Volume 24, Issue 4 (April 2010) Pages 60-63.

The article discusses strategies which allow project managers to meet project deadlines and avoid employee burnout.

√IPENZ 42/60 **How will you measure your life?**

Christensen, C. M. Harvard Business Review, Volume 88, Issue 7/8 (July/August 2010) Pages 46-51.

Harvard Business School's Christensen teaches aspiring MBAs how to apply management and innovation theories to build stronger companies. But he also believes that these models can help people lead better lives. In this article, he explains how, exploring questions everyone needs to ask: How can I be happy in my career? How can I be sure that my relationship with my family is an enduring source of happiness? And how can I live my life with integrity? The answer to the first question comes from Frederick Herzberg's assertion that the most powerful motivator isn't money; it's the opportunity to learn, grow in responsibilities, contribute, and be recognized. That's why management, if practiced well, can be the noblest of occupations; no others offer as many ways to help people find those opportunities. It isn't about buying, selling, and investing in companies, as many think. The principles of resource allocation can help people attain happiness at home. If not managed masterfully, what emerges from a firm's resource allocation process can be very different from the strategy management intended to follow. That's true in life too: If you're not guided by a clear sense of purpose, you're likely to fritter away your time and energy on obtaining the most tangible, short-term signs of achievement, not what's really important to you. And just as a focus on marginal costs can cause bad corporate decisions, it can lead people astray. The marginal cost of doing something wrong "just this once" always seems alluringly low. You don't see the end result to which that path leads. The key is to define what you stand for and draw the line in a safe place.

√IPENZ 42/61 **Impact of adoption of yoga way of life on the reduction of job burnout of managers.**

Adhia, H., Nagendra, H. R. and Mahadevan, B. V. The Journal for Decision Makers, Volume 35, Issue 2 (April/June 2010) Pages 21-33.

√IPENZ 42/62 **'Allowed into a man's world' meanings of work-life balance: Perspectives of women civil engineers as 'minority' workers in construction.**

Watts, J. H. Gender, Work & Organization, Volume 16, Issue 1 (January 2009) Pages 37-57.

√IPENZ 42/63 **Psychological capital: A positive resource for combating employee stress and turnover.**

Avey, J. B., Luthans, F. and Jensen, S. M. Human Resource Management, Volume 48, Issue 5 (September/October 2009) Pages 677-693.

√IPENZ 42/64 **The effects of time-spatial flexibility and new working conditions on employees' work-life balance: the Dutch case.**

Peters, P., den Dulk, L. and van der Lippe, T. Community, Work & Family, Volume 12, Issue 3 (August 2009) Pages 279-297.

√IPENZ 42/65 **Stability and change in burnout profiles over time: A prospective study in the working population.**

Boersma, K. and Lindblom, K. *Work & Stress*, Volume 23, Issue 3 (July/Sept 2009) Pages 264-283.

√IPENZ 42/66 **Improving employees' work-life balance in the construction industry: project alliance case study.**

Lingard, H. et al. *Journal of Construction Engineering & Management*, Volume 133, Issue 10 (October 2007) Pages 807-815.

√IPENZ 42/67 **Overloaded circuits: Why smart people underperform.**

Hallowell. *Harvard Business Review*, Volume 83, Issue 1 (January 2005) Pages 54-62.

√IPENZ 42/68 **Tight reign, more stress.**

Hall, K. and Savery, L. *Harvard Business Review*, Volume 64, Issue 1 (January/February 1986) Pages 160-164.

Stress comes with the manager's territory—nothing out of order here. But undue stress is another matter. A common source of frustration for people in organizations is the inability to perform well in their jobs because of bureaucratic interference. The authors studied a group of managers to see whether undercutting of their decision making authority by their superiors puts excessive stress on them. The results indicated a definite connection. They also showed that those who feel themselves to be under great strain at work are also prone to have symptomatic ailments like hypertension and depression.

√IPENZ 42/69 **Who's liable for stress on the job?**

Ivancevich, J. M., Matteson, M. T. and Richards III, E. P. *Harvard Business Review*, Volume 63, Issue 2 (March/April 1985) Pages 60-72.

The issue of stress on the job has garnered immense publicity and media attention. Understandably, most managers remain uncomfortable discussing stress related to work. On the one hand, they generally believe that individuals can adapt well under stressful conditions—that stress can bring out the best in a person. And on the other, questioning the amount of psychological strain they might put on a worker impinges on their prerogative as managers and undercuts their ability to lead. But managers can no longer afford to ignore the issue. Employees across the country have begun to believe that stress may have caused them psychological harm and have responded by striking back in the courts. No business or occupation remains immune. In response, these authors counsel that managers must learn to identify the potential stress trouble spots in their organizations, try to relieve these when necessary, and document their efforts. In that way, should an employee sue for compensation, the company will have evidence to show that it has been aware of the problem and has taken steps to solve it.

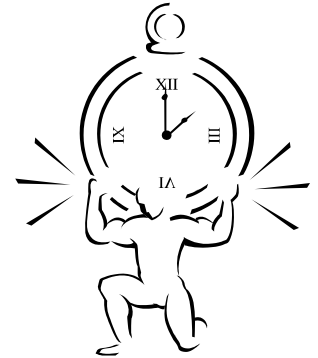
√IPENZ 42/70 **Coping with entrepreneurial stress.**

Boyd, D. P. and Gumpert, D. E. *Harvard Business Review*, Volume 61, Issue 2 (March/April 1983) Pages 44-64.

√IPENZ 42/71 When executives burn out.

Levinson, H. Harvard Business Review, Volume 59, Issue 3 (May/June 1981) Pages 73-81.

The military knows about burn-out – but calls it battle fatigue. To offset its devastating effects, the military routinely schedules its personnel for recreation and relaxation retreats, sends soldiers into combat in groups so they can support and help each other, and limits the number of flights that pilots fly. Managers are not soldiers but, according to this author and others who have researched the subject, they are prone to a similar exhaustion and sense of futility. Like other professionals, mental health workers, and policemen who work under severe pressure in people-oriented jobs for long periods of time—with little support and limited gains—managers are among the prime victims of burn-out. The author describes what burn-out is, discusses why he thinks that modern organizations are good breeding grounds for situations that lead to it, and offers some helpful ways top managers can combat it

**√IPENZ 42/72 How much stress is too much?**

Benson, H. and Allen, R. Harvard Business Review, Volume 58, Issue 5 (September/October 1980) Pages 86-92.

"There is no question that a certain amount of stress is good," says one of the chief executives quoted in this article. "If I have a particularly easy week, I can feel an ache or pain, but if I get really busy, I feel really much better." But when managers feel themselves under too much stress, the executive adds pessimistically, then "not only will they burn out in time, but they get erratic and their judgment goes all to hell." These insights reflect one of the authors' main themes: medical research finds stress productive up to a point (which of course varies with the manager), but beyond that point it can be disastrous. The trouble in corporate life seems to be that leaders appreciate the first part of the relationship but not the second. As a consequence, both individuals and organizations suffer—and suffer greatly. This penalty is unnecessary, the authors believe, because a newly tested, proved, and relatively simple approach to managing stress is available to any corporation that wants to use it.

√IPENZ 42/73 Time out from tension.

Peters, R. K. and Benson, H. Harvard Business Review, Volume 56, Issue 1 (January/February 1978) Pages 120-124.

"What you need to do is relax!" well-meaning friends may say, and we sense that they're probably right. But chances are we merely become more nervous worrying that we've received some sensible advice we don't know how to use. In this article, a physician and a health educator present a way for us to learn to follow this advice. They draw their method from techniques that are ages old. In fact, they tell us, the method elicits one of our innate abilities. They call it "the relaxation response." The authors make a convincing case for putting it to use right where it is most needed today—at work

√IPENZ 42/74 Your innate asset for combating stress.

Benson, H. Harvard Business Review, Volume 52, Issue 4 (July/August 1974) Pages 49.

As much as any group in history, modern administrators are overworked, pressured, and squeezed, often to the point of physical illness or emotional misery. Their characteristic ambitions constantly lead them into struggles that stretch their capacities. Many cannot stand up to it; their reactions range from subtle malaise to heart attacks. Fortunately, there is an extremely simple technique by which the executive can alter his physiology from the stressful mode toward calm—even decreasing his blood pressure. It can be practiced easily and with immense rewards in physical and emotional well-being. This article has been written expressly to provide the harried manager with the medical

rationales for using the technique and to persuade him to practice it for the sake of his own health. In his conclusion the author even suggests that every company do all its employees a good turn by offering an alternative to the coffee break—the relaxation response break.

√IPENZ 42/75 **Tension can be an asset.**

Ewing, D. W. Harvard Business Review, Volume 42, Issue 5 (September/October 1964) Pages 71-78. The article describes some positive ways of using tension in business management. According to the author, tension among employees can be turned into an advantage for the company in a variety of ways. Different types of tension are described, including healthy and unhealthy tensions, as determined by Henry H. Babcock, a psychiatrist for Harvard University. The author suggests that forms of tension can be turned into learning, enthusiasm, creative energy, vigilance, and self-examination. He addresses the role of management executives in enforcing the positive development of tension in the workplace.

√IPENZ 42/76 **Organizational effectiveness under stress.**

Argyris, C. Harvard Business Review, Volume 38, Issue 3 (May/June 1960) Pages 137-146. The article reports on management styles and a study of "be nice" management philosophy, which found that this method might not be effective when expansion and efficiency are the company's main objectives. The "be nice" method assumes that employees, who are asked to be "good corporate citizens," are motivated by high wages, benefits, job security, and a good working environment. Employees in the "be nice" study are apathetic and alienated. Topics include the "pressure" approach, companies that are "coasting along," characteristics of an effective foreman, and job stress

√IPENZ 42/77 **Of time and the worker.**

Fraisse, P. Harvard Business Review, Volume 37, Issue 3 (May/June 1959) Pages 121-125.

The article discusses the meaning of time and points out how conflicts of rhythm in the work schedule result in tensions. Administrators should be concerned with the work schedule and its effect on the psychophysiological life and temporal horizon of workers, two problems posed by the adaptation of man to time that relate directly to the lives of workers. The author points out that desynchronization of biological and natural rhythms involves people in tension and ultimately menaces them with dehumanization.



√IPENZ 42/78 **The executive neurosis.**

McMurry, R. N. Harvard Business Review, Volume 30, Issue 6 (November/December 1952) Pages 33-47.

The article reports on an emotional maladjustment called executive neurosis. Neurotic executives are devoted to their jobs and their limitations are not usually recognized before they assume high-level positions. They are unable to maintain sound judgment in times of stress, to accept significant responsibility, to adapt to changing conditions, and to build teams or develop subordinates for executive succession. These managers also lack creativeness, emotional maturity, and energy. Topics include the demands of an executive position, the chain of command, problems in appraising executives, the causes of executive neurosis, and how management can avoid placing neurotic executives in top management jobs.