

Title	Work overload! _ redesigning jobs to minimize stress and burnout
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Brief Introduction	<p style="text-align: center;">Preface</p> <p style="text-align: center;">How This Book Can Help You</p> <p>Often we hear: "Work overload is terrible, but it's a reality of modern life and we really can't do anything about it." Poppycock – and worse. We <i>can</i> do something about work overload.</p> <p>Yes, the pressures are there to cause work overload: the organization must become "lean," jobs have excessive mental demands, globalization, customer expectations, and mergers. Also, our personal lives have changed, for example, two spouses working and a lengthy schedule of sports and other activities for our children and ourselves. These may be exciting times, but they are also busy times. This book addresses the job and family activities that make our lives so busy.</p> <p>The key result of work overload is the mental and physical stress on individuals and their families. It's not right and we must take action. This book is meant to help those of you who have work overload in both line and staff positions in the manufacturing and service sectors.</p> <p>We must reduce work overload to make life easier for people in all levels of our working society. This is <i>not</i> a book about:</p> <ul style="list-style-type: none"> • Teaching people how to handle the stress due to work overload • Motivating people to love their jobs • Achieving higher productivity

This book views work overload as a failure of the design of the work. We must analyze the work to identify areas of waste, eliminate the waste, and then use the saved resources to eliminate the work overload and prevent it from happening again. In analyzing the work, we must recognize that overload creates excessive mental demands due to both job content and poor management practices. The book furnishes checklists to help redesign the jobs.

But surely you think that we cannot reduce work overload unless upper and middle management are convinced that the problem is serious enough to act on and also given a plan of what to do. I hear you. This book hits those two issues head on.

A word about the roadmap of the book to help you use the book most effectively: Chapter 1 gives information about the seriousness of the problem (and includes a self-assessment). Chapter 2 summarizes my personal research on work overload. Chapters 3 through 6 cover the analysis of work and the redesign of jobs to reduce overload. Chapter 7 addresses matching work to people and Chapter 8 covers participation and empowerment of people. Chapter 9 describes the issues that middle managers face in addressing work overload. It also provides a summary of stress management concepts. Chapter 10 tackles the toughest problem – upper management. Chapter 11 describes some excellent work and family programs developed by companies. Chapter 12 sums it up and itemizes a few short-range and long-range actions for middle management and for upper management.

I wrote this book to blast the complacency that exists on work overload. As the Canadians would say, let's strike forth.