

by blocking out from consciousness those cognitive associations that are disturbing. It is an unrealistic form of behavior because it implies that the problem will simply go away if one does not think about it.

Withdrawal. In this type of behavior, the frustrated individual simply removes himself from the situation in question—either physically or psychologically. A person who is not able to cope with a business adversary may avoid situations which would put him in contact with the individual. An individual who is the butt of jibes and jokes may become a loner.

Emotion and frustration

Emotions can have a disturbing influence upon a person's behavior. Anxiety is one emotional reaction which, because of its distracting influence, its stimulus to heightened reaction, and its generally upsetting effect, can make an individual more susceptible to accidents. This general upsetting feeling can be spread to others working in the same situation and create an atmosphere not conducive to safe procedures.

Anxiety, however, is but one kind of emotional pattern shown by individuals in the face of frustration. The anxious individual is worried, circular in his thinking, and fearful in such a way as to make his behavior inadequate to reach his goal. Even though he himself may realize that his behavior is getting him nowhere, he is unable to find a method that will solve his problem.

In frustration, some people become angry, some fearful, and some accept frustration as a challenge and attempt to solve the problem. Most people who react emotionally to frustration and threat find it extremely difficult to cope with life situations. It is not necessary to discuss the physiological pattern which develops in emotion for everyone is familiar with the feelings experienced during fear, anxiety, anger, shame, and other emotions. Rather, one needs to recognize that over the years people have developed accepted social expressions for emotions. To some degree, one individual can be aware of how another is feeling. This is not to say that one cannot be fooled or that the outward expression always truly indicates the feelings of the in-

dividual. Many people learn to mask their real feelings.

However, after day-to-day interaction over a long period of time, one may learn to tell the difference between true feelings and those shown. This is useful to the foreman and the safety professional in his dealings with individuals in the shop. As they go about the plant carrying out their normal duties, they may discover those individuals having difficulties and take some extra precautions to avoid accidents.

It seems important to make note of the problem of behavior disorders within the context of employee problems. Individuals whose normal behavior is seriously disrupted or whose ability to react to frustration is seriously impaired may require professional services beyond the scope of the normal supervisory-employee relationship. Although a supervisor should assist in directing the employee to in-plant services or outside agencies, he should avoid attempting to deal directly with psychological problems requiring professional care. While the current movement toward company-sponsored psychological services may grow, it is unlikely to be the standard in all industries in the near future. For a detailed discussion of industry programs for drug abuse and alcoholism, see Chapter 21, "Occupational Health Services."

Non-directive counseling

Although no attempt can be made here to train safety professionals or supervisors to become personnel counselors, they can do much to help reduce the immediate result of strong emotion. The supervisor is in the best position to evaluate the emotional level of an individual worker and to do something about it.

Everyone is familiar with the emotional outbursts of people who have had a trying and upsetting experience. Such expression of emotion may take many forms from an outburst of invective, a torrent of tears, to physical assault on inanimate objects which cannot strike back. The end result is the same—relief from the intolerable tension, and emotional relaxation.

In order to deal with a strong emotional response, the supervisor can engage in a type of client-centered counseling in which the employee is given an opportunity to talk about