worried, circular in this 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 individual Many people learn to mask their real feelings behind the learned emotional expressions

However, after day-to-day interaction over a long period of time, one learns to tell the difference between true feelings and those shown This is useful to the foreman and the safety man 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

Talking reduces emotions

Although no attempt can be made here to train safety directors or supervisors to become personnel counselors, they can do 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

To reduce the strength of the emotional response, the supervisor can engage in what may be called *permissive listening*, that is, giving the employee an opportunity to talk about the thing which is bothering him This freedom to say what the individual pleases can reduce tension which might lead to distraction and accidents

It is important that the supervisor not attempt to evaluate or judge the employee's remarks The employee needs an opportunity to "blow off steam" without retaliation or evaluation

The stresses which cause emotional upset can occur within the work environment or away from it, but each kind has its effect on the other A simple statement, such as "How are you today?" or "What's bothering you?," may well be sufficient to set off the safety valve of verbalization of pent-up emotion After the discussion, the employee can often evaluate more clearly and realistically the things that upset him in the first place

This relationship between the supervisor and the worker must be one of the supervisor's normal everyday functions Diligent observation and effective and sensitive listening should be tools of every supervisor

Attitudes

Attitudes and attitudinal responses are closely related to emotions Strictly defined, an attitude is a predisposition on the part of a person to respond in a given way In other words, an attitude is manifest when an individual will respond to an initiating cause in a predetermined manner each time What the reaction will be depends upon the previous experiences of the individual Seeing an individual on the street who resembles a friend, one immediately begins to smile, make friendly gestures, and have a warm quality in his voice When a person is perceived to be a stranger, there is an immediate change to another facial expression, gesture, voice quality, and so on Anticipated reaction can be set off by a certain look from another person, a manner of speaking, a mustache or the lack of one, the color of hair, or kind of handclasp All individuals have certain feelings about these things and will react in accordance to their attitudes, formed over the years