whatever is bothering him The freedom to say what the individual pleases, without the evaluation of the supervisor, can reduce tension and open communication channels

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 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

To attack the problem at the roots calls for permissive listening on the part of the employee's immediate supervisor In his normal routine every supervisor has an opportunity to talk with individual employees Through the use of open-ended questions (those which do not allow for a simple yes-or-no answer) an employee is encouraged to discuss his problems The supervisor needs to listen not only to words but the feelings they carry He must give his attention to the unspoken language of facial expressions, gestures, bodily postures, and the like This will bring him closer to understanding the attitudes and strength of feeling attached to them

In such face-to-face discussions or interviews, it is inappropriate for the supervisor to argue, caution, evaluate, or cajole the employee, but rather he should try to reverbalize and reflect the expressions of feelings and attitudes Having ventilated the emotion, this reflection will give the employee a chance to reevaluate without emotion his own position He will thereby come to make a new appraisal of the situation more in line with the requirements of objectivity

Frequently it is impossible to discuss such matters at length in the work area, so the supervisor should set a time and a place away from other employees to allow the individual freedom of expression Even though the supervisor may not have a completely private office in which to engage in such kinds of interviewing, some place can be found for a quiet face-to-face discussion

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 is likely to respond to an initiating cause in a predicted manner

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 and will react in accordance to their attitudes, as these have been formed over the years

Some of these attitudes are latent The predisposition to respond will lie dormant within the individual until called forth Given the appropriate stimulus, the attitude shows itself and the behavior exhibited is in accordance with the feelings of the individual A certain word, for example, evokes different feelings in different people Some individuals have given little or no thought to what the real meanings are, yet, they may react negatively or positively The words "union," "management," "labor," and even "safety" carry with them certain connotations that touch off different attitudinal reactions in individuals, depending upon the kinds of experiences they have had with the subject

Because attitudes play such an important role in everyday relationships, consideration should be given to their development, their effects on individuals, and what can be done to change them

Determination of attitudes

In attitudinal responses, "feelings" are involved They are determined by the experiences that individuals have had in the past,