

Stress in Projects

Ricardo Viana Vargas, MSc, IPMA-B, PMP

ricardo.vargas@macrosolutions.com.br

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Ricardo Viana Vargas is a project, portfolio and risk management specialist. During the past 15 years, he has been responsible for over **80 major projects** in various countries in the areas of petroleum, energy, infrastructure, telecommunications, information technology and finances, comprising an investment portfolio of over 18 billion dollars.

He was the first Latin American volunteer to be elected Chairman of the Board for the **Project Management Institute (PMI)**, the largest project management organization in the world with close to 500,000 members and certified professionals in 175 countries.

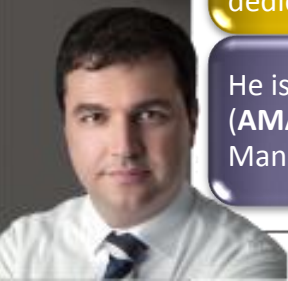
Ricardo Vargas has written **ten books** on project management, published in Portuguese and English, which have sold over 200,000 copies throughout the world. In 2005 he received the PMI Distinguished Award for his contribution to the development of project management and the PMI Professional Development Product of the Year award for the PMDome® workshop, considered the best project management training solution in the world.

He is a project management professor for various MBA courses, and actively participates on editorial boards for specialized journals in Brazil and the United States. Vargas is a recognized reviewer of the **PMBOK Guide**, the most important reference in the world for project management, and also chaired the official translation of PMBOK into Portuguese.

He is a chemical engineer and holds a master's degree in Industrial Engineering from UFMG (Federal University of Minas Gerais). Ricardo Vargas also holds a Master Certificate in Project Management from George Washington University and is certified both as a Project Management Professional (PMP) by PMI and as IPMA-B by the International Project Management Association. He attended the Program on Negotiation for Executives at **Harvard Law School**.

Over an eleven year timeframe, which began in 1995, Ricardo, in conjunction with two partners, established one of the most solid Brazilian businesses in the area of technology, project management and outsourcing, which had a staff of **4,000 collaborators** and an annual income of 50 million dollars in 2006, when Ricardo Vargas sold his share of the company to dedicate himself on a fulltime basis to the internationalization of his project management activities.

He is a member of the Association for Advancement of Cost Engineering (**AACE**), the American Management Association (**AMA**), the International Project Management Association (**IPMA**), the Institute for Global Ethics and the Professional Risk Management International Association (**PRMIA**).



Definition of Stress

Stress is an organic response to pressure, responsibilities, and real or imaginary threats

Stress is a response, not a cause

Three Stage Reaction

The reaction to any kind of stress can be classified in three stages

Alarm reaction

Resistance stage

Exhaustion stage



Alarm Reaction

It happens when the body perceives the stressor

As the body wants to confront or avoid the cause, it goes through a physiological change, like an increase in cardiac beat, blood pressure, blood flow, etc



Resistance Stage

When the body adapts itself or resists to the stressor

If the stressor is defeated, the body recovers from the problems caused during the alarm stage



Exhaustion Stage

When the stress persists longer than the body can resist, the alarm stage kicks back in but, right now the body can no longer resist.

The person can suffer from headaches, cardiac arrests, etc

Pathological problem.



Types of Stress

Eustress – it's the good stress, motivating, which contributes to an increase in performance

- Ex.: Student that sees an exam as a challenge. Project team that faces the challenges of a cost reduction or schedule acceleration as a means to overcome its own limits.

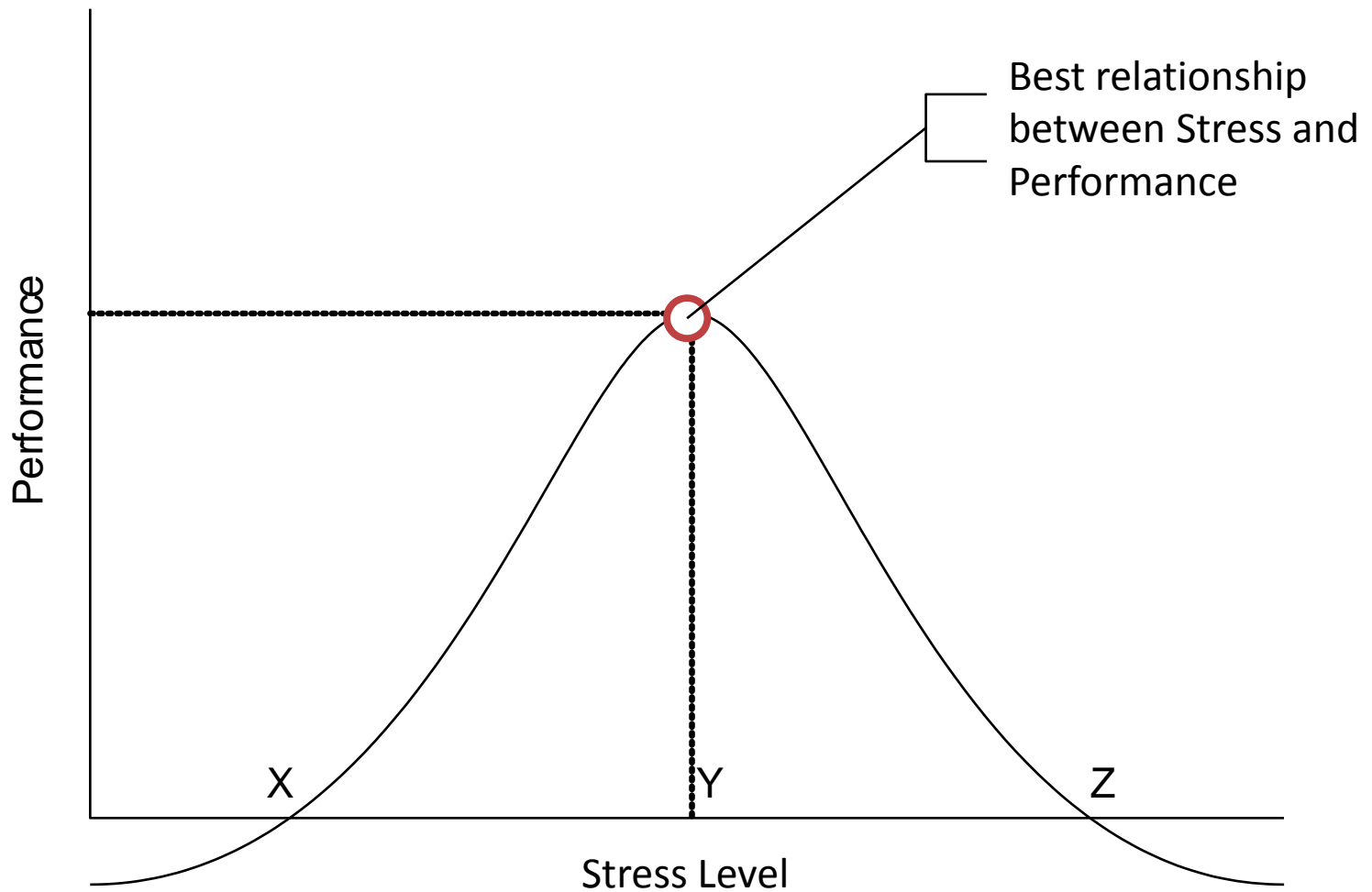
Distress – it's the bad, destructive, demotivating stress, which reduces the ability to react. A person with distress thinks he/she has no control of the situation.

- Ex.: A project manager that faces the leave of an important team member may be blown away by fear, losing trust and self-esteem.

Causes for Stress



Performance x Stresse



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