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Stress Quotient®
Leader

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Introduction

Any job can have stressful elements, even if you love what you do. Some stress at work is normal, however excessive stress can obstruct your productivity and impact your physical and emotional health. Your ability to deal with it can mean the difference between success and failure.

There are situations you can't control in your work environment, but that doesn't mean you're powerless—even when you're stuck in a problematic situation. Finding ways to manage stress isn't about making huge changes or rethinking career ambitions, but rather about focusing on the things that are within your control.

Stress at work can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. Stress at work can lead to poor health and even injury.

The concept of stress at work is often confused with a challenge, but these concepts are not the same. Being challenged can energize us psychologically and physically, and it can motivate us to learn new skills and leads to mastery of our jobs. When a challenge is met, we feel energized and satisfied. Thus, challenge is an important ingredient to be healthy and productive at work.

A healthy work environment is one where the pressures on employees are relevant to their abilities and resources, to the amount of control they have over their work, and the support they receive.

In the following pages, you will find several different sections to demonstrate your possible stress.

Stress Index Summary

This section starts with a summary page showing your stress in seven sections on a 100-point scale. To help you understand your level of stress, we have broken the stress into five levels: little or no stress, limited stress, elevated stress, significant stress, severe stress.

Stress Factors

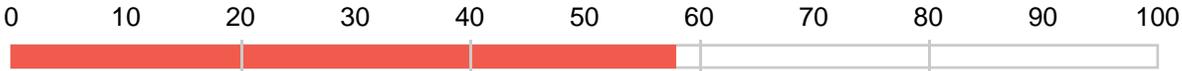
Next, we took the seven stress factors and dissected them based on subcategories. These factors are displayed in dials on the same 100-point scale. The top dial is the overall category, and the dials below are the breakdown of more specific stressors. **The sub dials do not add up to the top dial and are not an average.** Rather, they are based on how you responded to specific questions.

As you go through this section, please read through each sub category including both the definition and the accompanying question.



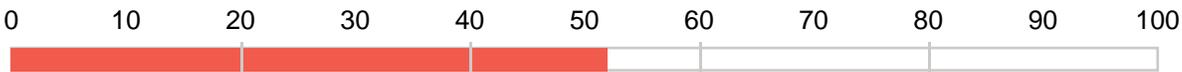
Stress Index Summary

Demands Index



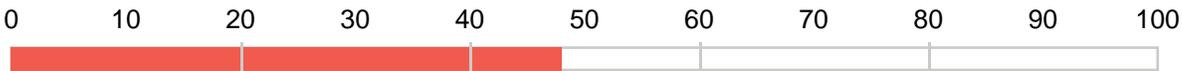
58

Effort/Reward Balance Index



52

Control Index



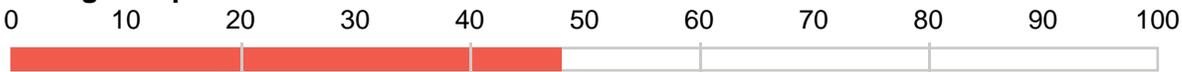
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Organizational Change Index



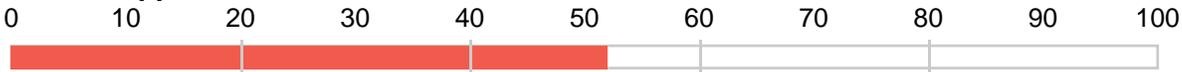
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Manager/Supervisor Index



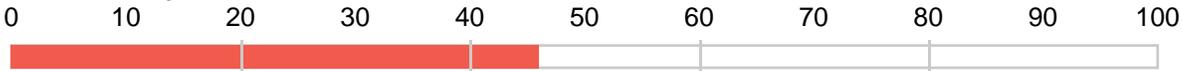
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Social Support Index



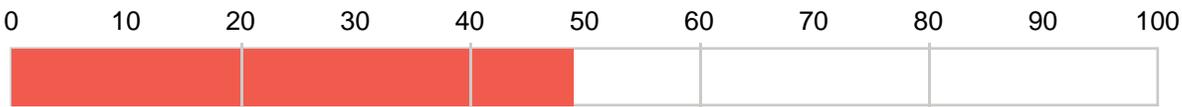
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Job Security Index



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Total



49

Index Summary Legend

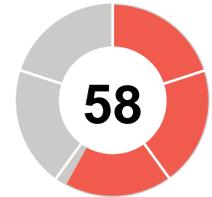
- 0-20 = Little or No Stress
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Stress Factor - Demand

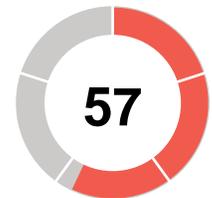
Demand Index

While today's employees need challenging tasks to maintain their engagement and motivation, it is important that demands do not exceed the ability to cope. Workplace stress tends to build as demands and responsibilities increase. Stress can be directly tied to poorly designed jobs, excessive workloads and talents and skills not matching the work. The goal is to have a balance between demands and time.



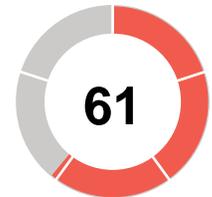
Time Management is the analysis of how working hours are spent and the prioritization of tasks in order to maximize personal efficiency in the workplace.

- How could you create a more efficient work environment?
- How could you provide better organizational opportunities to your employees in order to get more work done?



Competency Job Match reveals how a person's talents fit within a current role.

- How do you identify the skills and talents that employees bring to the job?
- What additional training and resources could be provided to enhance job performance?



Index Summary Legend

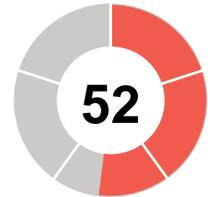
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Stress Factor - Effort/Reward Balance

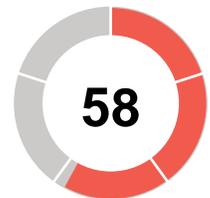
Effort/Reward Balance Index

Having purpose or job satisfaction is an important factor in any job. High effort without satisfying ones need for rewards can lead to workplace stress. Rewards come in many forms; recognition, helping others, gaining knowledge, personal growth, structure or compensation. High effort in the workplace is essential but must be matched by the reward that the individual desires. Workplace stress arises when there is a significant disconnect between needs and rewards.



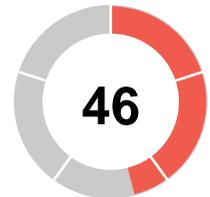
Workplace Meaningfulness is the quality of having great value, purpose or significance in the workplace.

- Who could you talk to about making your role more fulfilling?
- What would make your job more meaningful?



Workplace Recognition and Reward is a return on effort and dedication at work.

- What does an appropriate reward look like for you and what does it take to achieve it?
- What would make your work more rewarding?



Index Summary Legend

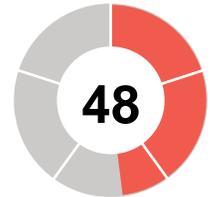
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Stress Factor - Control

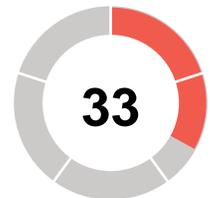
Control Index

A feeling of powerlessness is a universal cause of job stress. You alter or avoid the situation because you feel nothing can be done. Common sources of stress at work include complaints of too much responsibility with too little authority, being involved, not being heard and no one understanding what you really do. Workplace stress increases as one's degree of control decreases. The goal is to have a balance between responsibilities and personal control.



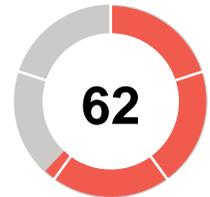
Workplace Involvement is creating an environment in which people have an impact on decisions and actions that affect their jobs.

- What could you do to involve more employees in important decisions?
- How can you filter the suggestions to create more engagement and productivity?



Workplace Empowerment is giving employees a degree of autonomy and responsibility for decision-making regarding their specific organizational tasks.

- What needs to change or improve to ensure that quality work is completed to your standards?
- What needs to change or improve to ensure that quality work is completed to your standards?



Index Summary Legend

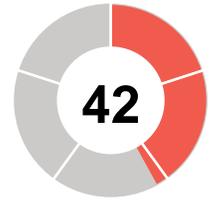
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Stress Factor - Organizational Change

Organization Change Index

Organizational change affects people differently. While some people welcome it, others will become apprehensive and stressed at the mere mention of change. Organizational change can be defined as any change in people, structure, technology or procedures. Organizational change can vary in degree and direction produce uncertainty and can initiate both stress and opportunities.



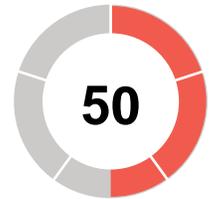
Organizational Communication is the mode used to convey organizational change such as policies, procedures and other activities.

- It seems you have very little stress in this area; however, are there things you would like to discuss that could lead to better workplace communication?



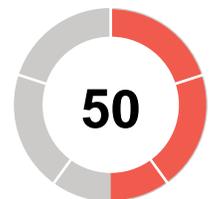
Organizational Evolution is a process of progressive change or development in an organization.

- How could you better communicate changes to the organization?
- How could you understand or improve the timing and relevance of the training and support that comes with change?



Organizational Vision is an aspirational description of what an organization would like to achieve or accomplish.

- How could the organization vision be less ambiguous?
- What changes do you believe need to occur within the organization?



Index Summary Legend

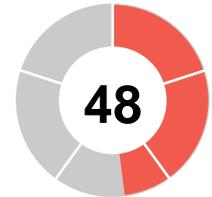
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Stress Factor - Manager/Supervisor

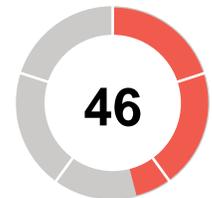
Manager/Supervisor Index

Common reasons given for stress at work can include lack of effort from your employees or self imposed pressure on yourself. Most people don't realize that stress is a vital part of every job. That's why, when you are working under reasonable demands you can get the job done more efficiently. However, when you do things that go beyond normal pressure this can cause stress.



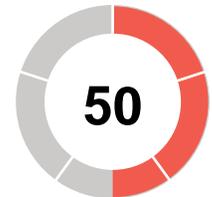
Employee Awareness is the ability to recognize and understand the interpersonal needs of people.

- What can you do to better understand the talents and skills your employees bring to the job?
- What could you do to ensure that personal issues don't interfere with productivity?



Leadership Style is an overall process to handle situations and/or interactions with employees.

- What could you do to create a more trusting and productive relationship?
- What might you do differently to help your employees better understand your management style?



Index Summary Legend

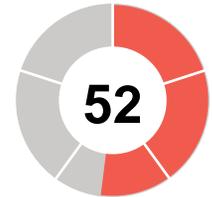
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Stress Factor - Social Support

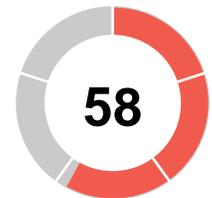
Social Support Index

A lack of support from colleagues and leadership can lead to workplace stress. A supportive environment is one where leadership provides clear and consistent information and coworkers stand ready to assist when needed. An environment that promotes positive working relationships and addresses unacceptable behavior promotes productivity and employee engagement.



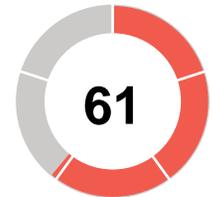
Avoidance is a conscious or unconscious act to bypass people or events that could cause conflicts.

- How could you repair relationships with employees you avoid?
- What is it about company functions that you dislike?



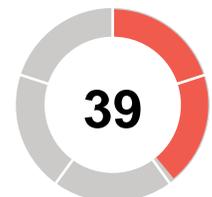
Cooperation is the process of working together to achieve the desired result.

- How could you encourage more teamwork when deadlines are looming?
- How could you create a more cooperative work environment?



Frustration is the feeling of being upset or annoyed, due to an inability to change or achieve the desired outcome.

- How can you create an environment to increase engagement?
- What are the conflicts that cause you frustration at work?



Index Summary Legend

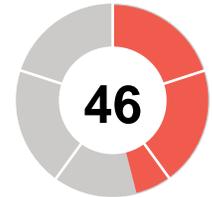
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Stress Factor - Job Security

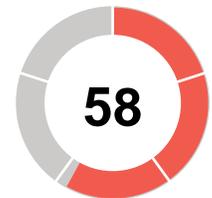
Job Security Index

People worry about many aspects of their jobs, but most of the fear comes from job security. Job insecurity comes from the fear of job loss and the associated unemployment implications. Stress can also originate from a lack of advancement or being promoted too slowly. People also can have a concern with being promoted too quickly to be successful in the job.



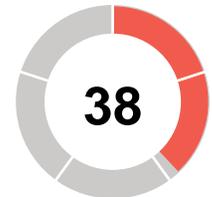
Opportunity is a set of circumstances that makes it possible for advancement or success.

- What aspect of your talents or skills could you work on to enhance your future growth?
- What could you do to enhance and expand your future growth opportunities?



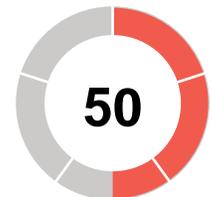
Job Stability is the level of concern a person has regarding their job.

- What could you do to gain clarity concerning future direction and requirements of your role?
- How can you ensure employees are receiving the type of feedback necessary to create engagement?



Workplace Trust is the degree of candor versus the need someone has to be guarded.

- What are the barriers keeping you from talking about workplace issues?
- What specific issues are causing you to be guarded in the workplace?



Index Summary Legend

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Introduction Symptoms and Effects

Stress Symptoms

This section is critical to understanding overall stress and how it could affect you. This section looks at physical, emotional, cognitive and behavioral symptoms of stress. Each individual handles stress differently. Stress can be affected by outside-the-job factors that can increase the likelihood of negative effects. Someone could have a high level of stress and function normally, and another person could have a low to moderate level of stress and be close to burnout.

As you go through this section, use the bullets to identify possible areas you need to address.

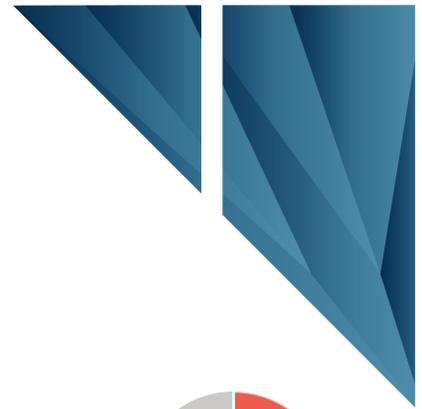
Stress Effects Summary

The graphics in the section show the degree of balance between stress effects (coral bar) and positive effects (blue bar). While the stress effects scores parallel the stress index scores, they are not identical. To get an accurate view of how activities can cause stress or create a positive effect, we apply a different scoring model to the same set of questions.

This section can give you a perspective to the degree of potential stress a person might have. Are there positive things happening that could be balancing the stress of the day? Remember some level of stress is necessary in most jobs. The lack of stress could be a potential discussion area in an organization as well. It's difficult to understand what ideal level of stress looks like; however having a dialogue about this is a key to success.

Stress Effects Analysis

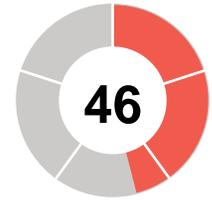
The Stress Effects Radar graphic offers a quick visual overview of the stress effects and positive effects.



Stress Symptoms

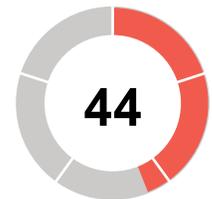
Stress Symptoms Index

Stress is a normal part of life. Stress can be the body's reaction to change that requires an adjustment or response. Many events that happen to you and around you put stress on your body. The body reacts to changes with physical, mental and emotional responses. The human body is designed to experience stress and react to it. Stress can be positive, keeping you alert and engaged. Stress becomes negative when a person faces continuous challenges without relief or relaxation between challenges. As stress-related tension builds, the results can be any of the following symptoms.



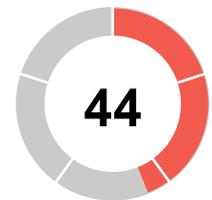
Physical stress symptoms possibly including:

- Low energy
- Aches and pains
- Frequent illness



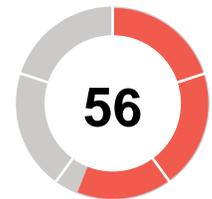
Emotional stress symptoms possibly including:

- Irritability
- Feeling overwhelmed
- Moodiness



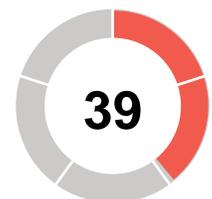
Cognitive stress symptoms possibly including:

- Inability to concentrate
- Memory problems
- Poor judgment



Behavioral stress symptoms possibly including:

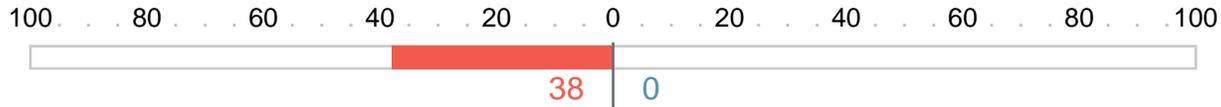
- Eating or sleeping issues
- Procrastination
- Nervous habits





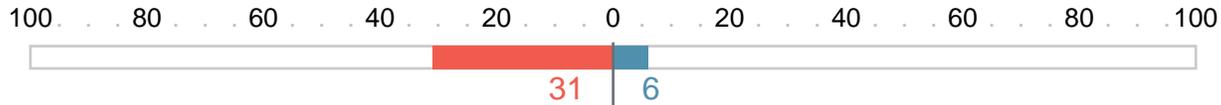
Stress Effects Summary

Demands Index



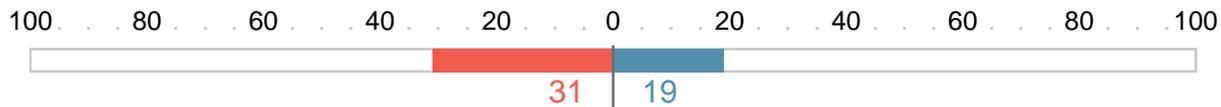
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Effort/Reward Balance Index



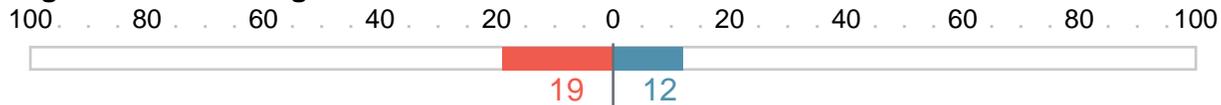
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Control Index



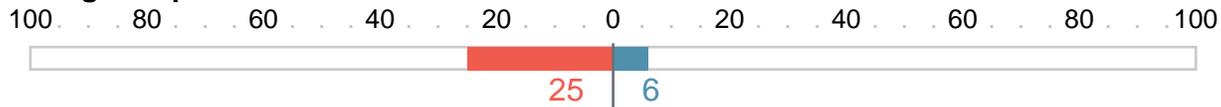
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Organizational Change Index



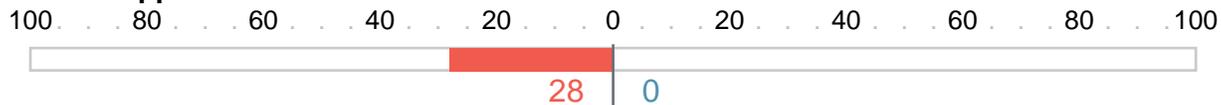
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Manager/Supervisor Index



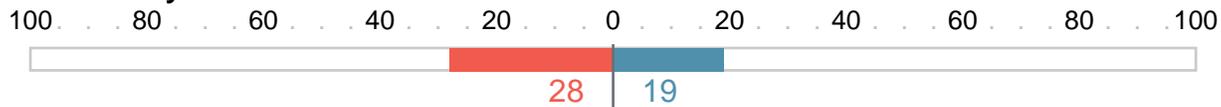
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Social Support Index



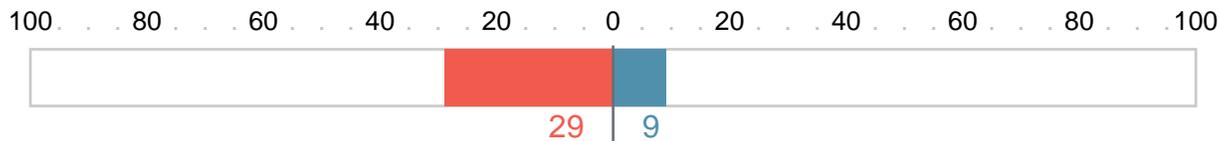
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Job Security Index



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Total



20

Stress Effects



Positive Effects





Stress Effects Analysis

