



TTI  
SUCCESS  
INSIGHTS®

## Workplace Stress

Individual

Jennifer Sample  
Customer Service Manager  
TTI Success Insights  
4-8-2015





# 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

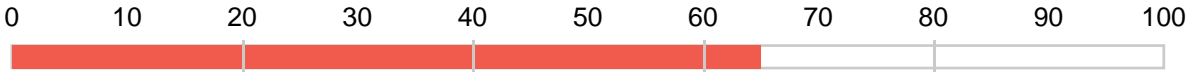
Next, we took the seven stress factors and dissected them based on subcategories. These factors are displayed in dials on the same 100-point scale. The top dial is the overall category, and the dials below are the breakdown of more specific stressors. **The sub dials do not add up to the top dial and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



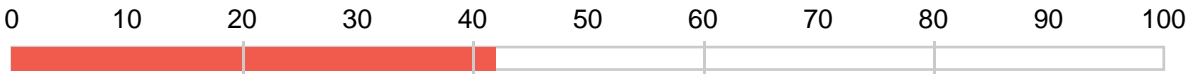
# Stress Index Summary

## Demands Index



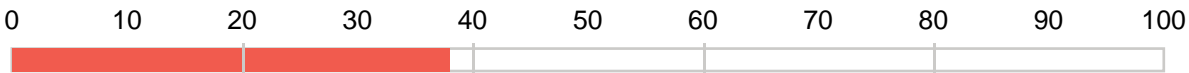
65

## Effort/Reward Balance Index



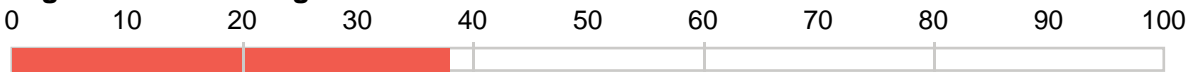
42

## Control Index



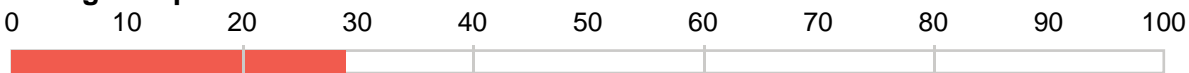
38

## Organizational Change Index



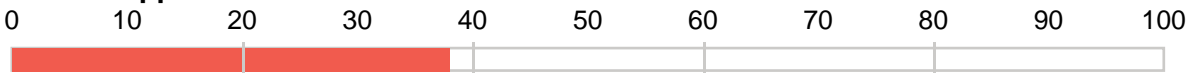
38

## Manager/Supervisor Index



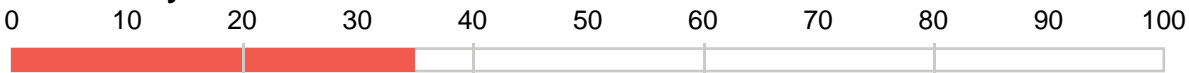
29

## Social Support Index



38

## Job Security Index



35

## Total



41

### Index Summary Legend

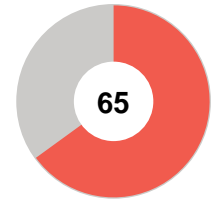
- 0-20 = Little or No Stress
- 21-40 = Limited Stress
- 41-60 = Elevated Stress
- 61-80 = Significant Stress
- 81-100 = Severe Stress



# Stress Factor - Demand

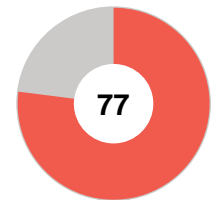
## Demand Index

While today's employees need challenging tasks to maintain their engagement and motivation and developing new skills, it is important that demands do not exceed their 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.



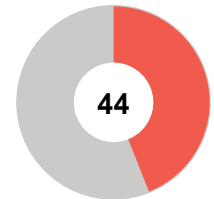
**Time Management** is the analysis of how working hours are spent and the prioritization of tasks in order to maximize personal efficiency in the workplace.

- How might the scheduling of work be more effectively distributed to avoid missing deadlines?
- How could you create a better balance of work and leisure time?



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

- What additional training and resources do you need to handle the demands of the job?
- Who can you talk to about your perception of the unrealistic goals set for you?

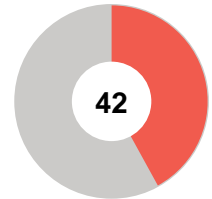




# Stress Factor - Effort/Reward Balance

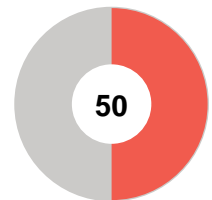
## Effort/Reward Balance Index

Having purpose or job satisfaction is an important factor in any job. High effort without satisfying one's need for rewards can lead to workplace stress. Rewards come in many forms: recognition, helping others, gaining knowledge, personal growth, principles or compensation. High effort in the workplace is essential but must be matched by the reward that the individual desires. Workplace stress arises when the employee feels a significant disconnect between their needs and how they are rewarded.



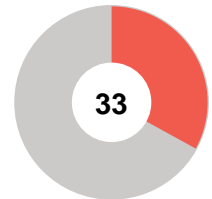
**Workplace Meaningfulness** is the quality of having great value, purpose or significance in the workplace.

- What could you do to feel more rewarded at the end of your workday?
- What might you do to be more motivated at work?



**Workplace Recognition and Reward** is a return on an employee's effort and dedication at work.

- What does an appropriate reward look like for you based on the skills and talents you bring to the job?
- Who can you talk to in the organization about your need for recognition?

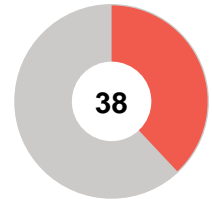




# Stress Factor - Control

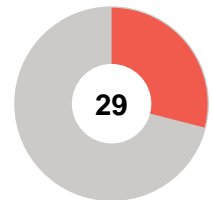
## Control Index

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.



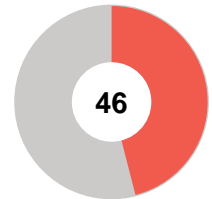
**Workplace Involvement** is creating an environment in which people have an impact on decisions and actions that affect their jobs.

- What might you do to be more informed about work-related issues?
- How can you enhance the suggestions you are making to have more impact?



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

- What could you do to better prioritize your work to maximize your potential?
- Who could help you better understand the key performance indicators in your role?

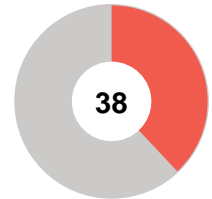




# Stress Factor - Organizational Change

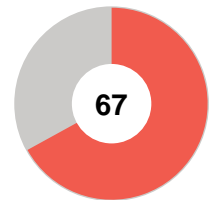
## Organization Change Index

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.



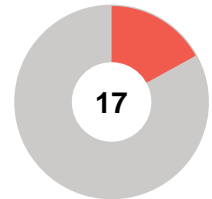
**Organizational Communication** is the mode used to convey organizational change such as policies, procedures and other activities.

- How could the organization more effectively communicate change?
- How does the grapevine affect the morale in the organization?



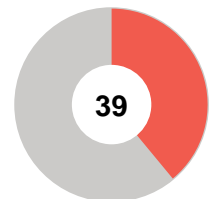
**Organizational Evolution** is a process of progressive change or development in an organization.

- Who could you talk to about the timing and relevance of the training and support that comes with change?
- Who could you talk to about why specific changes are occurring within the organization?



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

- What questions could you ask to better understand the direction of the organization?
- What changes do you believe need to occur within the organization?

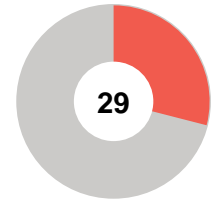




# Stress Factor - Manager/Supervisor

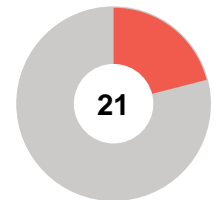
## Manager/Supervisor Index

Common reasons given for stress at work can include lack of support from your managers or supervisor. Most working people don't realize that stress is a vital part of their job. That's why, when your boss places reasonable demands on you (like giving you a deadline you both agree on), it can actually help you get the job done more efficiently. However, your boss can do things that go beyond normal pressure or challenges. This causes stress.



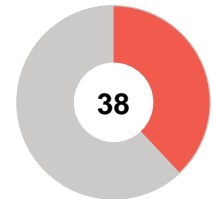
**Management Awareness** is the ability to recognize and understand the interpersonal needs of people.

- What can you do to ensure your supervisor understands the talents and skills you bring to the job?
- What could you change to meet or exceed your supervisor's expectations?



**Management Style** is an overall process to handle situations and/or people.

- What things might you be doing that causes your supervisor to feel the need to micromanage?
- What might you do to better understand and appreciate your supervisor's management style?



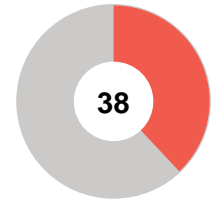




# Stress Factor - Social Support

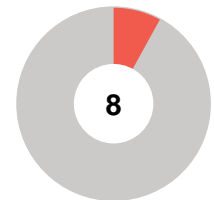
## Social Support Index

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



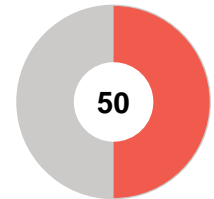
**Avoidance** is a conscious or unconscious act to bypass people or events that could cause conflicts.

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



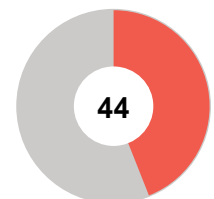
**Cooperation** is the process of working together to achieve the desired result.

- What needs to occur to enhance cooperation in the organization?
- Who could you talk to about receiving more support from your co-workers when deadlines are looming?



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

- What could lessen the effects of conflicts or disagreements with co-workers?
- What are the conflicts that cause you frustration at work?

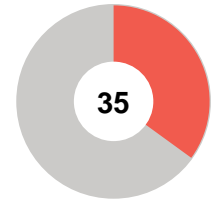




# Stress Factor - Job Security

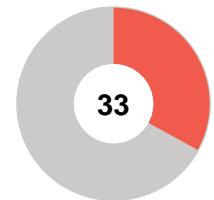
## Job Security Index

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.



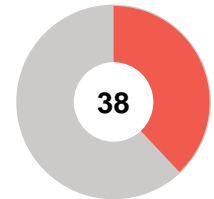
**Opportunity** is a set of circumstances that makes it possible for advancement or success.

- What could you do to make yourself more promotable?
- Who could you talk to in the organization to better understand your future growth opportunities?



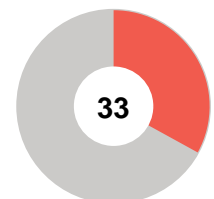
**Job Stability** is the level of concern a person has regarding their job.

- Who could you talk to about the fluctuations of your job responsibilities?
- Who could you talk to about the future direction and requirements of your job?



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

- What has caused you to be guarded with your comments concerning workplace issues?
- What specific issues are causing you to be concerned in the workplace?





# 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

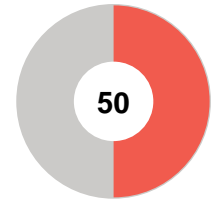
The Stress Effects Radar graphic offers a quick visual overview of the stress effects and positive effects.



# Stress Symptoms

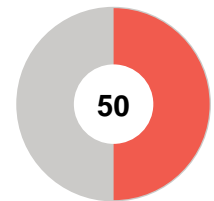
## Stress Symptoms Index

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.



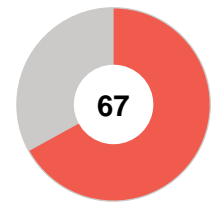
### Physical stress symptoms possibly including:

- Low energy
- Aches and pains
- Frequent illness



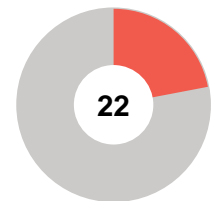
### Emotional stress symptoms possibly including:

- Irritability
- Feeling overwhelmed
- Moodiness



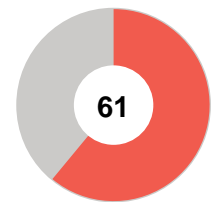
### Cognitive stress symptoms possibly including:

- Inability to concentrate
- Memory problems
- Poor judgment



### Behavioral stress symptoms possibly including:

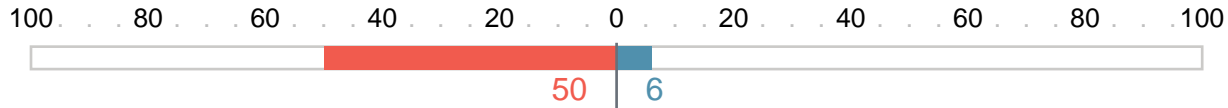
- Eating or sleeping issues
- Procrastination
- Nervous habits





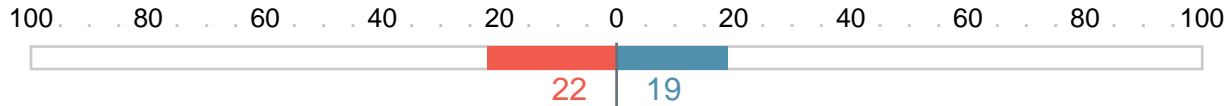
# Stress Effects Summary

## Demands Index



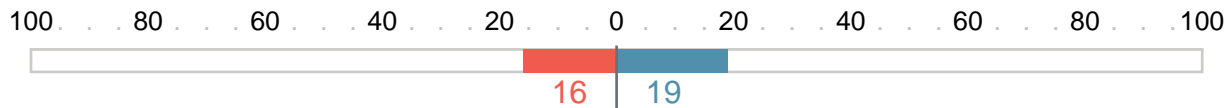
44

## Effort/Reward Balance Index



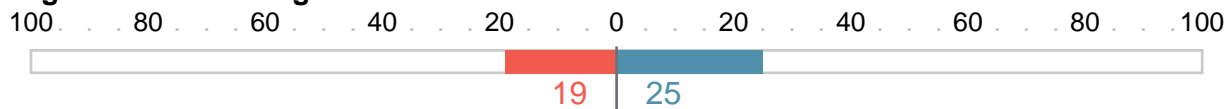
3

## Control Index



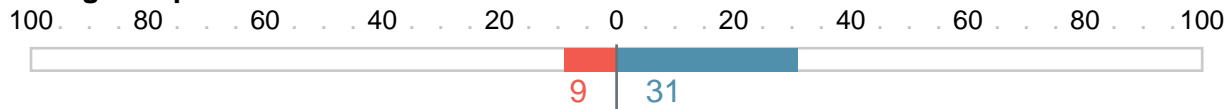
3

## Organizational Change Index



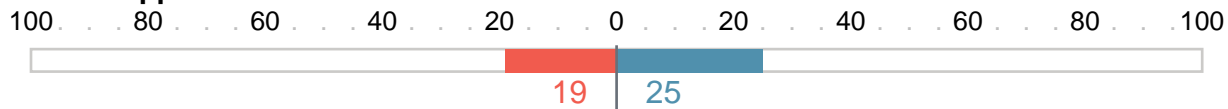
6

## Manager/Supervisor Index



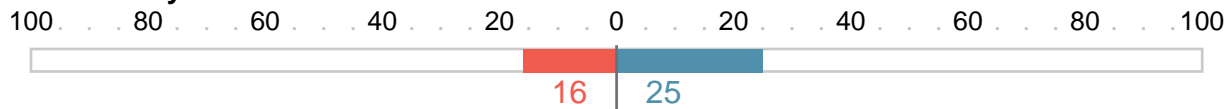
22

## Social Support Index



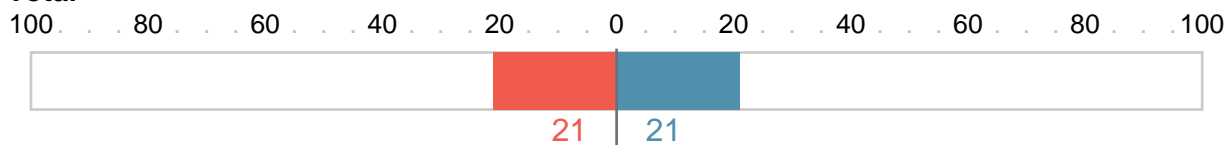
6

## Job Security Index



9

## Total



0

Stress Effects

Positive Effects



# Stress Effects Analysis

