



TTI  
SUCCESS  
INSIGHTS®

## Stress Quotient® Leader

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### Reynolds Consulting

Helping your emotions work for you not against you.  
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— CONSULTING —



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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.



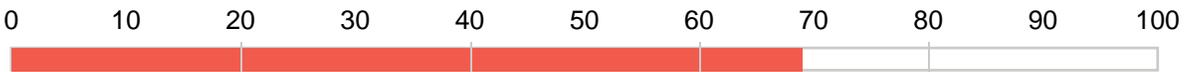
# Stress Index Summary

## Demands Index



44

## Effort/Reward Balance Index



69

## Control Index



38

## Organizational Change Index



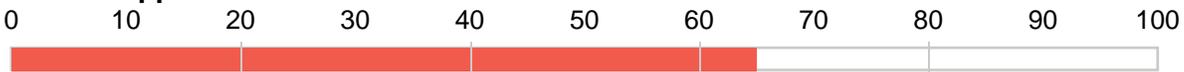
52

## Manager/Supervisor Index



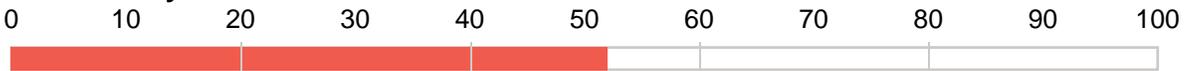
35

## Social Support Index



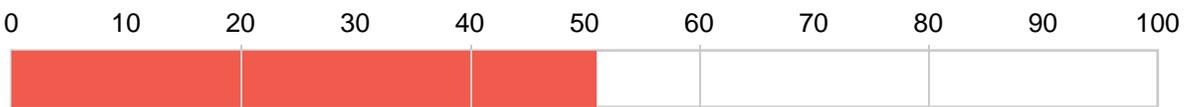
65

## Job Security Index



52

## Total



51

### 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

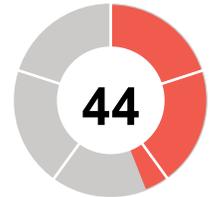
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# Stress Factor - Demand

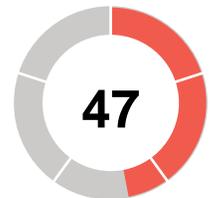
## Demand Index

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.



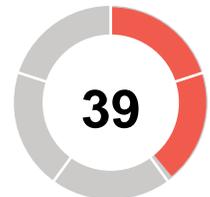
**Time Management** is the analysis of how working hours are spent and the prioritization of tasks in order to maximize personal efficiency in the workplace.

- How might the scheduling of work be more effectively distributed to avoid missing deadlines?
- 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 can employees be better matched to their job to accomplish goals?
- What additional training and resources could be provided to enhance job performance?



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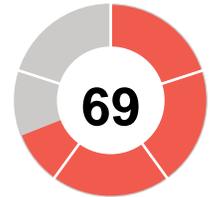
# Stress Factor - Effort/Reward Balance

## 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.

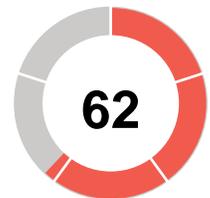
Rewards come in many forms; recognition, helping others, gaining knowledge, personal growth, structure or compensation. High effort in the workplace is essential but must be matched by the reward that the individual desires.

Workplace stress arises when there is a significant disconnect between needs and rewards.



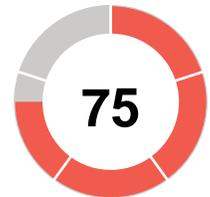
**Workplace Meaningfulness** is the quality of having great value, purpose or significance in the workplace.

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



**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

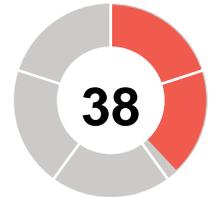
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# Stress Factor - Control

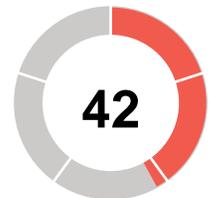
## Control Index

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.



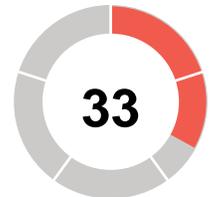
**Workplace Involvement** is creating an environment in which people have an impact on decisions and actions that affect their jobs.

- What might you do to share more information about work-related issues?
- 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 could you do to help employees better prioritize work to maximize potential?



### Index Summary Legend

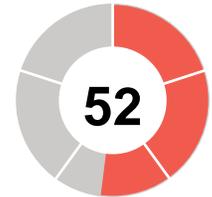
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# Stress Factor - Organizational Change

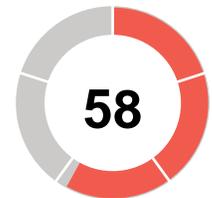
## Organization Change Index

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.



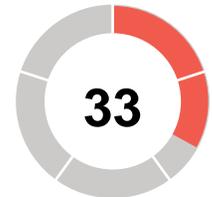
**Organizational Communication** is the mode used to convey organizational change such as policies, procedures and other activities.

- How could the organizational communication be more effective?
- How could the organization better communicate upcoming changes in the desired timeframe?



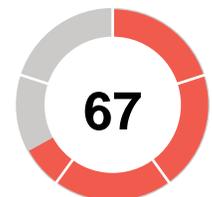
**Organizational Evolution** is a process of progressive change or development in an organization.

- How could you better prioritize your objectives?
- 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.

- What changes do you believe need to occur within the organization?
- What changes are occurring in the organization that are causing you stress?



### Index Summary Legend

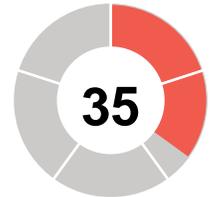
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# Stress Factor - Manager/Supervisor

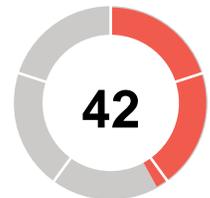
## Manager/Supervisor Index

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.



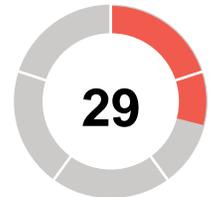
**Employee Awareness** is the ability to recognize and understand the interpersonal needs of people.

- What could you do to increase the employee effort level?
- What could you do differently to help your employees meet your expectations?



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

- What guidance or information could you provide your employees to eliminate the need to micromanage?
- What could you do to increase the effectiveness and two-way communication of your management style?



### Index Summary Legend

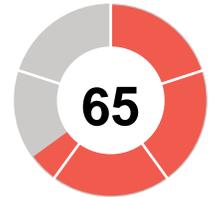
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# Stress Factor - Social Support

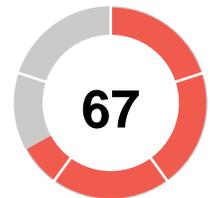
## Social Support Index

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.



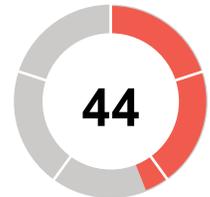
**Avoidance** is a conscious or unconscious act to bypass people or events that could cause conflicts.

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



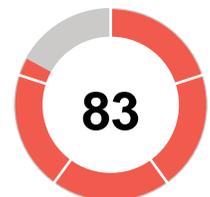
**Cooperation** is the process of working together to achieve the desired result.

- What needs to occur to enhance cooperation in the organization?
- 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.

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



### Index Summary Legend

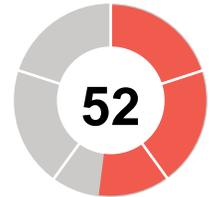
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# Stress Factor - Job Security

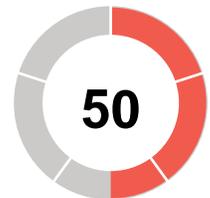
## Job Security Index

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.



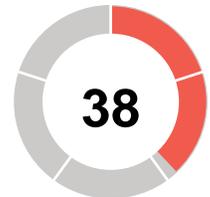
**Opportunity** is a set of circumstances that makes it possible for advancement or success.

- 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?



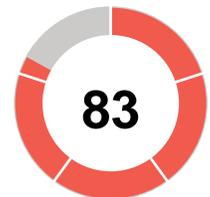
**Job Stability** is the level of concern a person has regarding their job.

- What could you do to gain clarity concerning future direction and requirements of your role?
- What could you do to reduce the fluctuations of your role?



**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?



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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

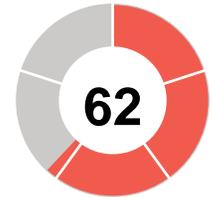
The Stress Effects Radar graphic offers a quick visual overview of the stress effects and positive effects.



# Stress Symptoms

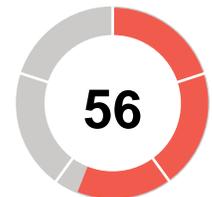
## Stress Symptoms Index

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.



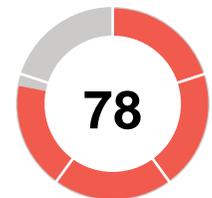
### Physical stress symptoms possibly including:

- Low energy
- Aches and pains
- Frequent illness



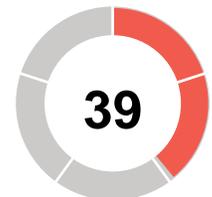
### Emotional stress symptoms possibly including:

- Irritability
- Feeling overwhelmed
- Moodiness



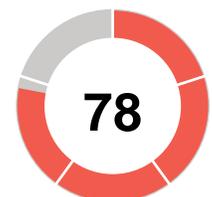
### Cognitive stress symptoms possibly including:

- Inability to concentrate
- Memory problems
- Poor judgment



### Behavioral stress symptoms possibly including:

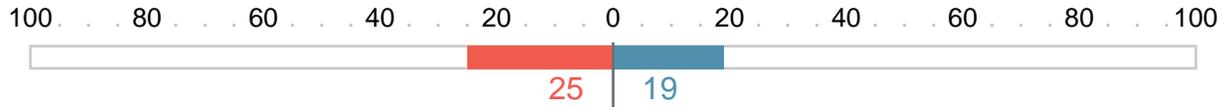
- Eating or sleeping issues
- Procrastination
- Nervous habits





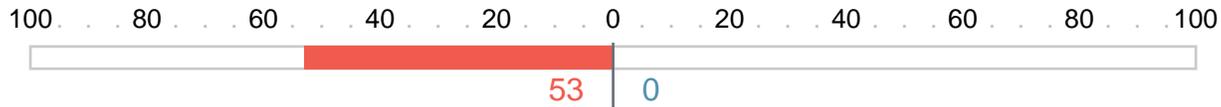
# Stress Effects Summary

## Demands Index



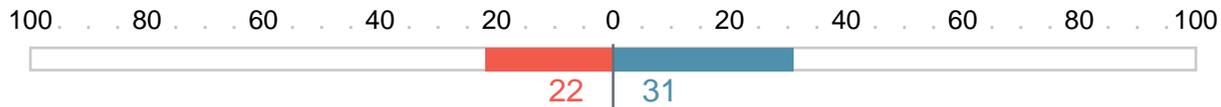
6

## Effort/Reward Balance Index



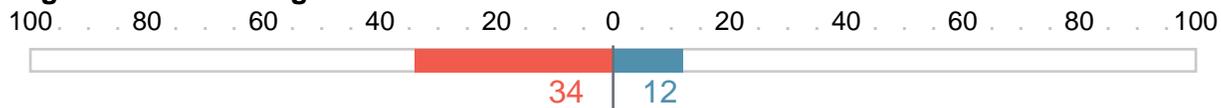
53

## Control Index



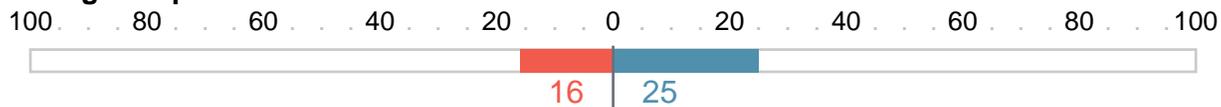
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## Organizational Change Index



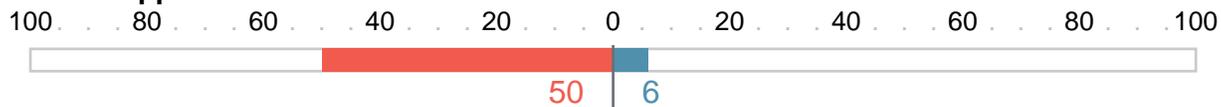
22

## Manager/Supervisor Index



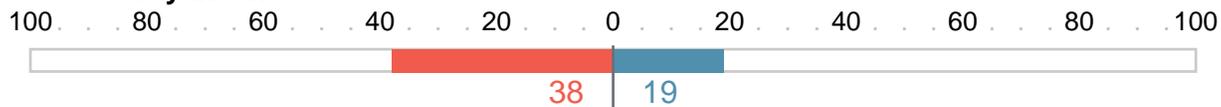
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## Social Support Index



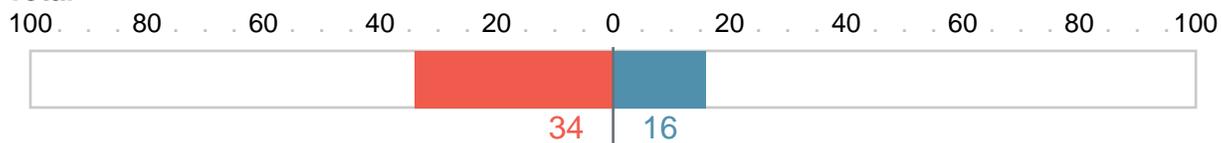
44

## Job Security Index



19

## Total



18

Stress Effects



Positive Effects





# Stress Effects Analysis

