TTI SUCCESS INSIGHTS®

Workplace Stress

Group

Manufacturing Department

XYZ Corp.

4-15-2015

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Introduction

Organizational stress can have a profound effect on productivity and engagement in the workplace. Worrying about job security, lack of control or the demands of a heavy workload can increase stress levels and cause a variety of emotional and physical symptoms. When stress factors are coupled with potentially ineffective management, stress can become a problem that extends to the entire department or company. Identifying signs of stress within the organization is the first step in designing a strategy to address the issue.

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 lead to mastery in our jobs. When a challenge is met, we feel energized and satisfied. Thus, challenges are an important ingredient to being healthy and productive at work.

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

In the following pages, you will find several different sections that illustrate where stress is occurring within the organization.

Group Stress Index Summary

This section starts with a summary page showing stress in seven categories on stacked bar graphs. To help you understand the intensity of stress in each category, we have divided it into five levels: little or no stress, limited stress, elevated stress, significant stress, severe stress.

Group Stress Factors

Each stress factor is then dissected into subcategories and displayed as stacked bar graphs. The top stacked bar graph is the overall category, and the stacked bar graphs displayed below include a breakdown of more specific stressors.

Group Summary

In this section you will find a group plot graphic and group stress heat map. These graphics allow you to see where there could be potential problem areas.

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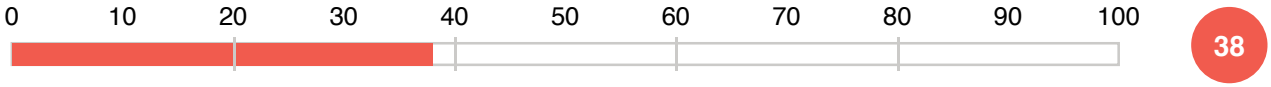
Group Stress Index Summary

Demands Index



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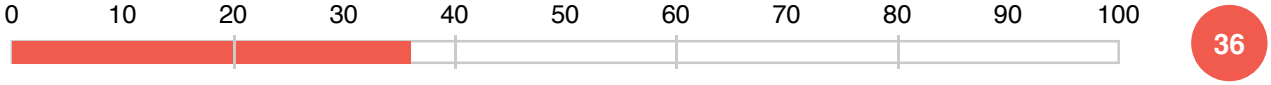
Effort/Reward Balance Index



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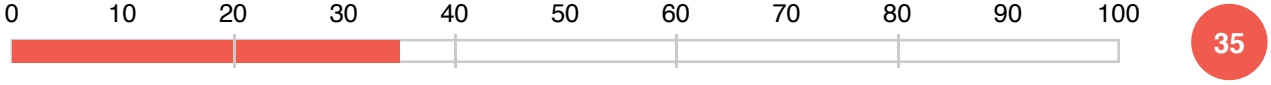
Control Index



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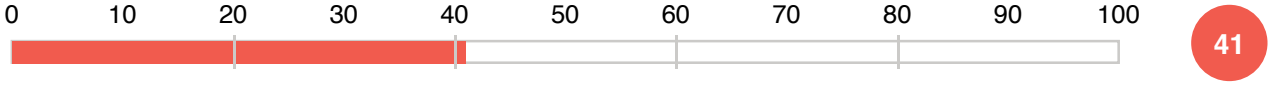
Organizational Change Index



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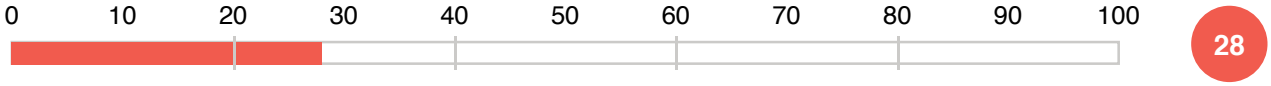
Manager/Supervisor Index



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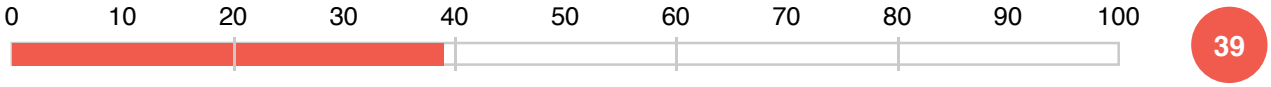
Social Support Index



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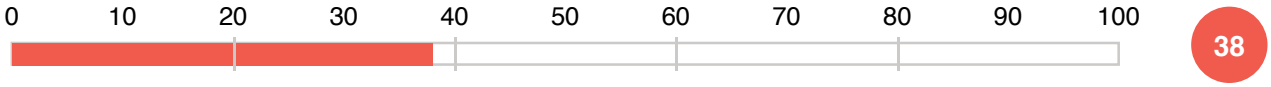
Job Security Index



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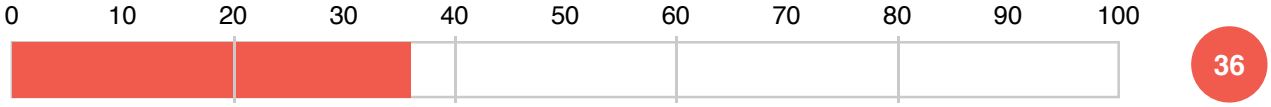
Total



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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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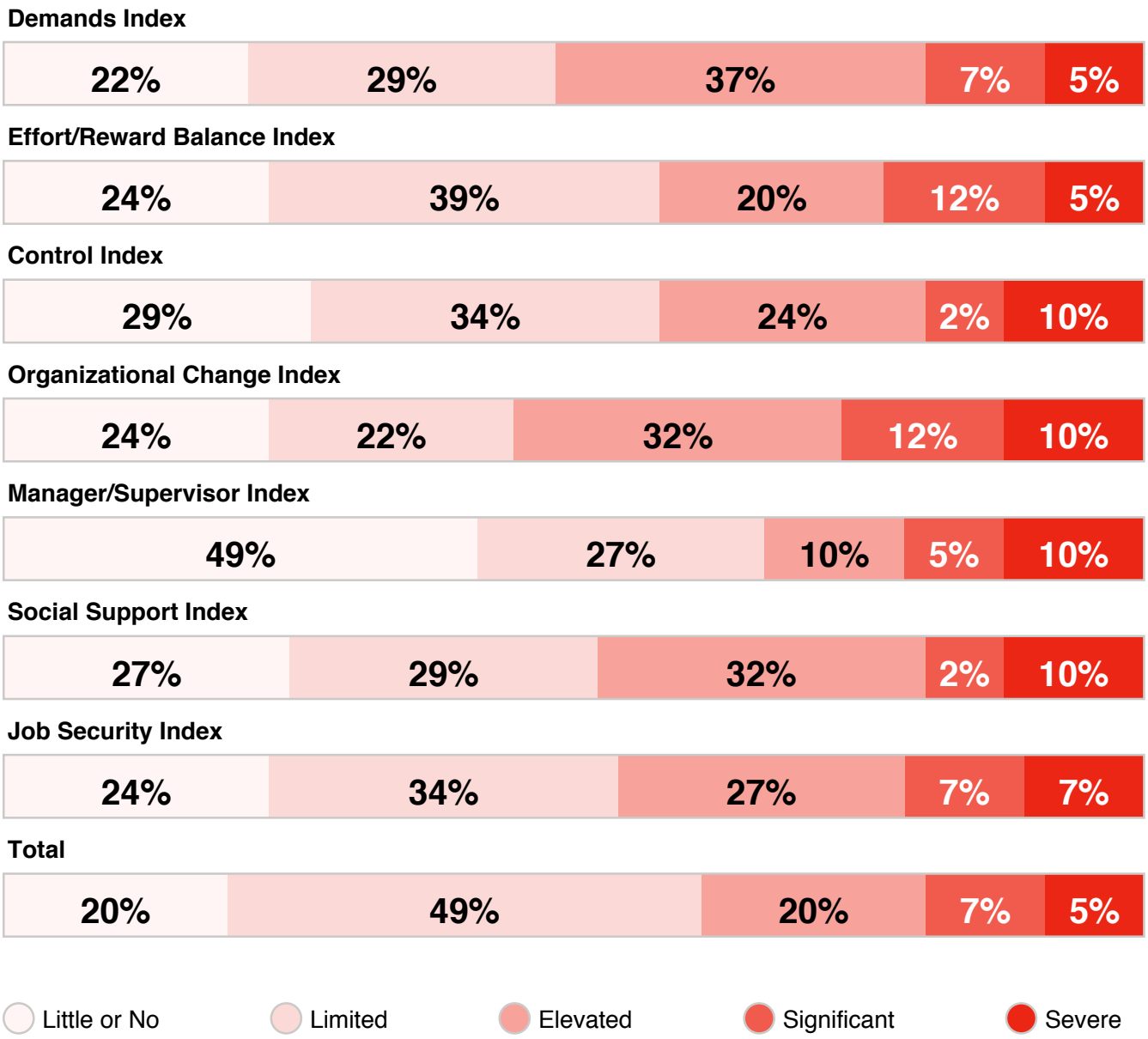
Group Stress Index Summary



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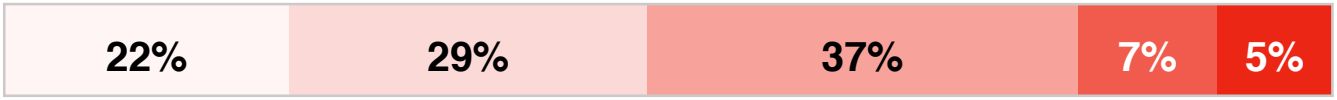
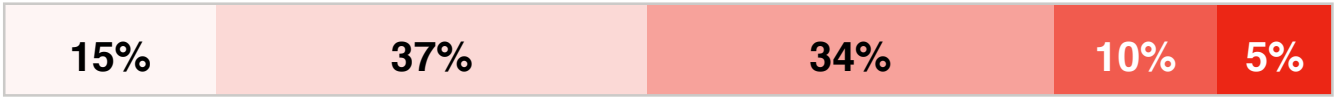
Stress Factor - Demand

Demand Index

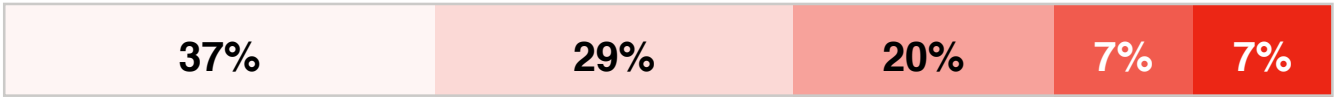
While today's employees need challenging tasks to maintain their engagement and motivation and developing new skills, it is important that demands do not exceed their ability to cope. Workplace stress tends to build as demands and responsibilities increase. Stress can be directly tied to poorly designed 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.



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



Little or No | Limited | Elevated | Significant | Severe

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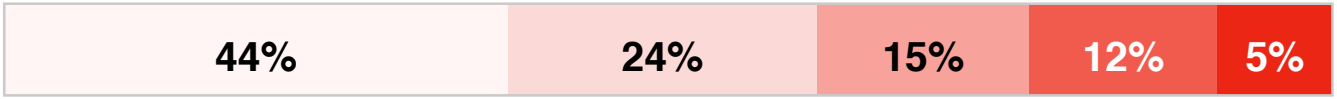
Stress Factor - Effort/Reward Balance

Effort/Reward Balance Index

Having purpose or job satisfaction is an important factor in any job. High effort without satisfying 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.



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

Little or No | Limited | Elevated | Significant | Severe

N = 41

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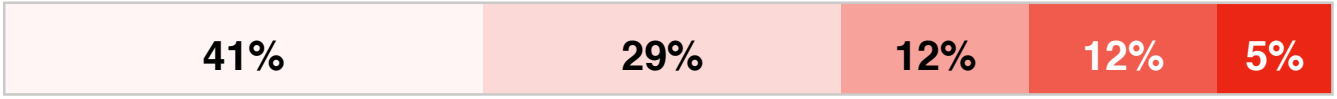
Stress Factor - Control

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.

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



Little or No | Limited | Elevated | Significant | Severe

N = 41

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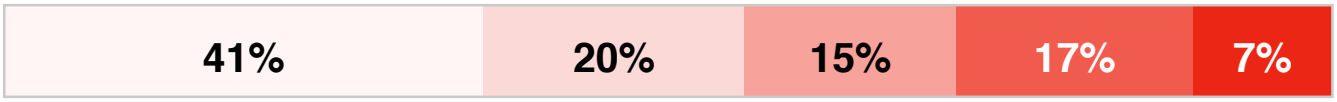
Stress Factor - Organizational Change

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.

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



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

Little or No | Limited | Elevated | Significant | Severe

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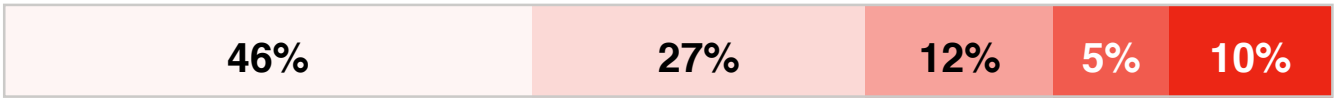
Stress Factor - Manager/Supervisor

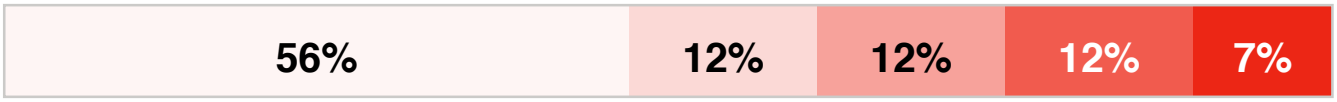
Manager/Supervisor Index

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. Without some job stress, you wouldn't be very productive. 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.



Management Style is an overall process to handle situations and/or people used by a supervisor.



Little or No | Limited | Elevated | Significant | Severe

N = 41

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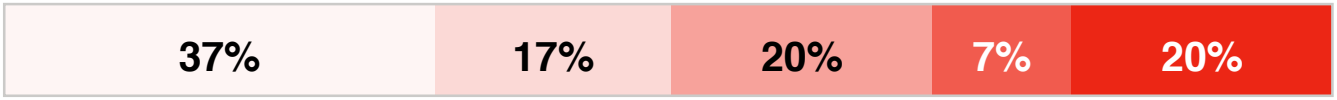
Stress Factor - Social Support

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.



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

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

Little or No | Limited | Elevated | Significant | Severe

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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.

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

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

Little or No | Limited | Elevated | Significant | Severe

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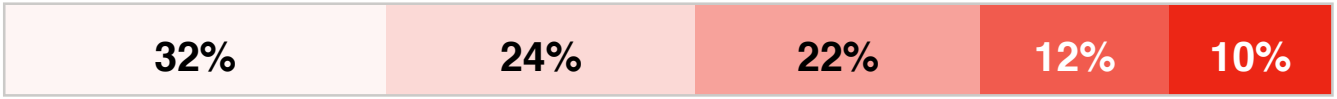
Stress Symptoms

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.

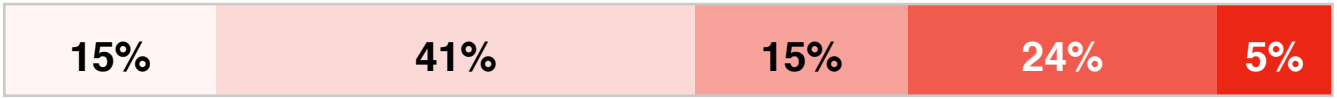
Physical stress symptoms possibly includes aches and pains, low energy, or frequent illness.



Emotional stress symptoms possibly includes irritabiliity, feeling overwhelmed or moodiness.

Cognitive stress symptoms possibly includes inability to concentrate, memory problems or poor judgement.

Behavioral stress symptoms possibly includes eating or sleeping issues, procrastination or nervous habits.



Little or No | Limited | Elevated | Significant | Severe

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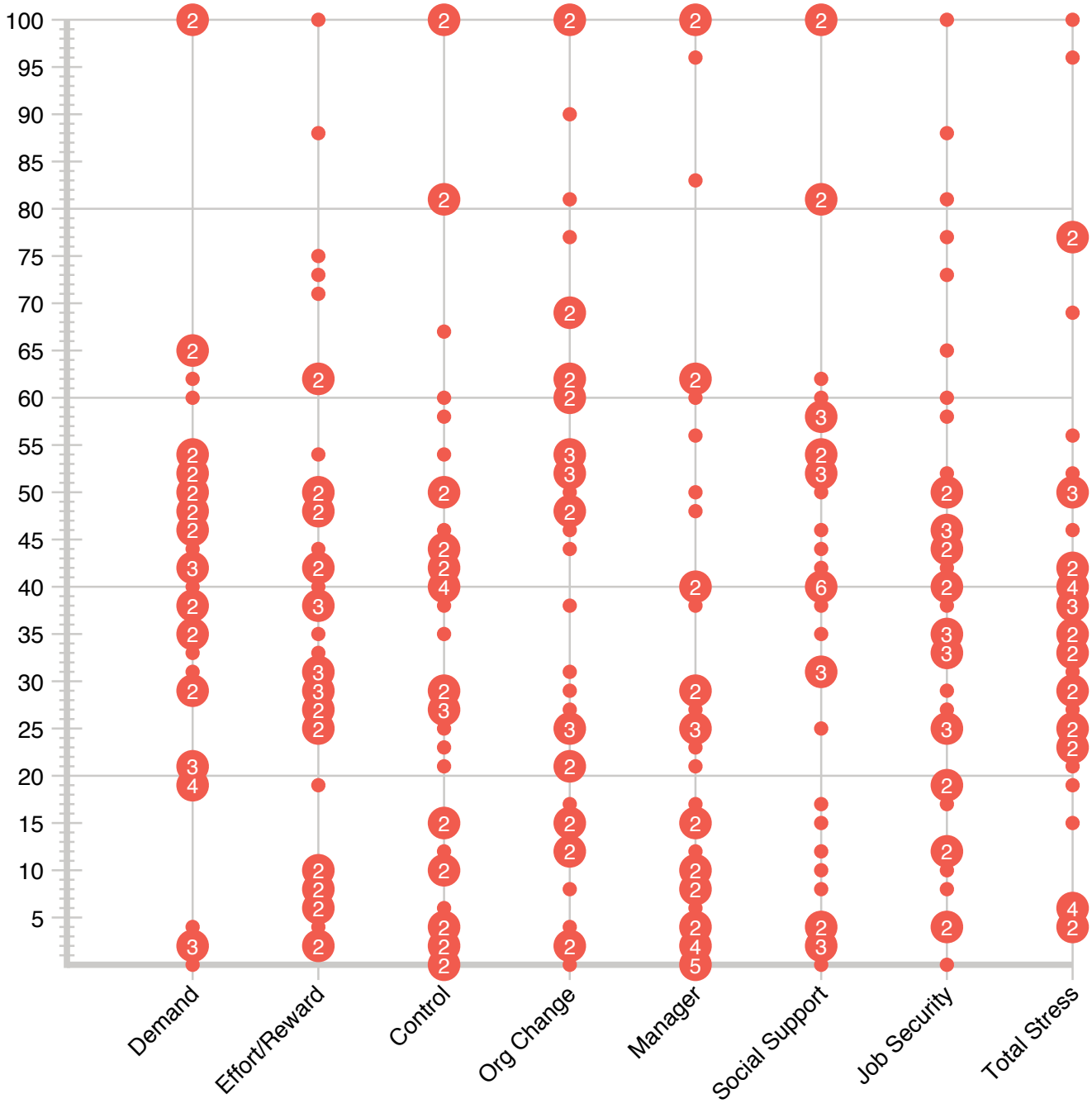
Group Plot



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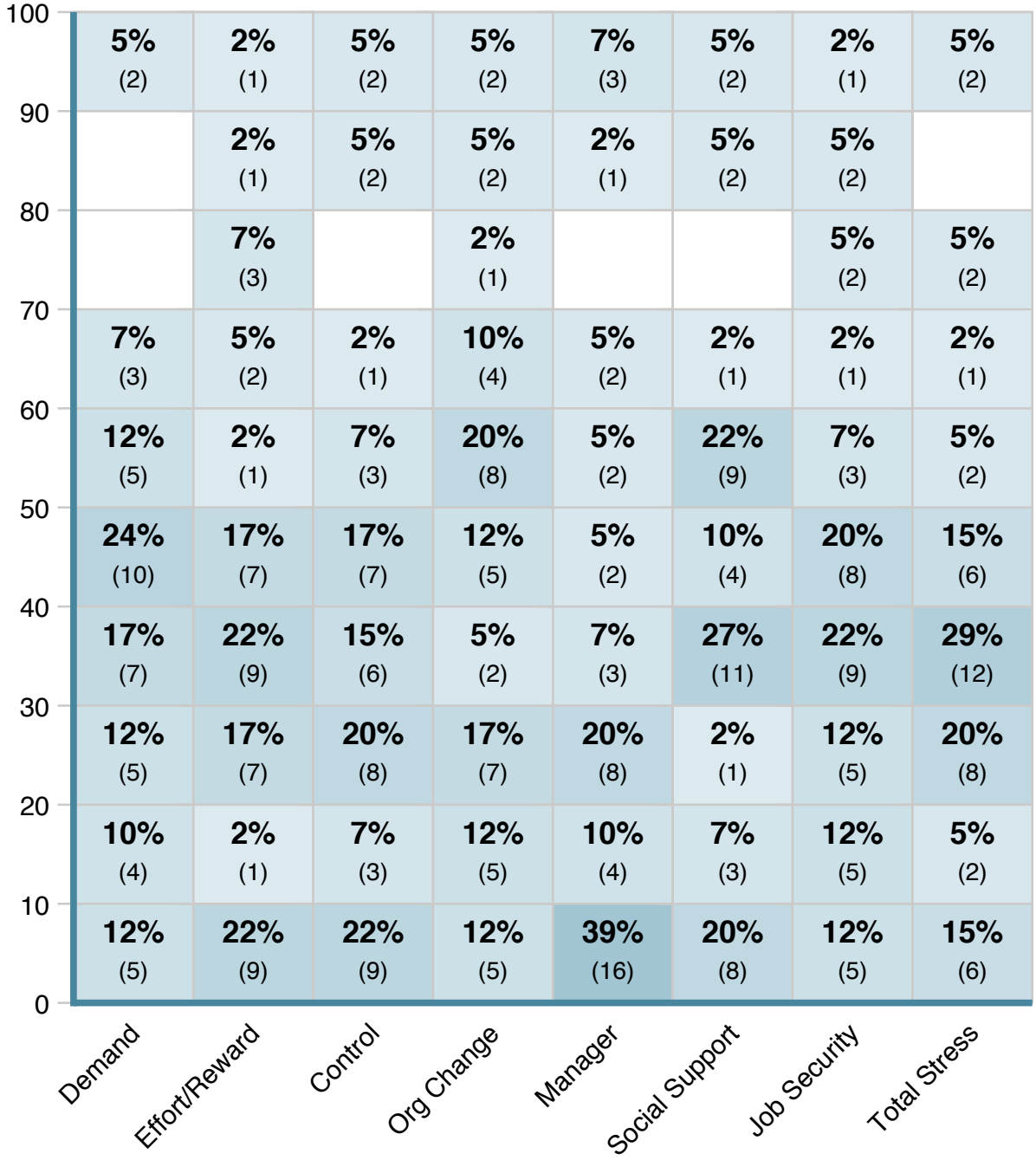
Group Quadrants



	Demand	Effort/Reward	Control	Org Change	Manager	Social Support	Job Security	Total Stress
100	5% (2)	2% (1)	5% (2)	5% (2)	7% (3)	5% (2)	2% (1)	5% (2)
90		2% (1)	5% (2)	5% (2)	2% (1)	5% (2)	5% (2)	
80		7% (3)		2% (1)			5% (2)	5% (2)
70	7% (3)	5% (2)	2% (1)	10% (4)	5% (2)	2% (1)	2% (1)	2% (1)
60	12% (5)	2% (1)	7% (3)	20% (8)	5% (2)	22% (9)	7% (3)	5% (2)
50	24% (10)	17% (7)	17% (7)	12% (5)	5% (2)	10% (4)	20% (8)	15% (6)
40	17% (7)	22% (9)	15% (6)	5% (2)	7% (3)	27% (11)	22% (9)	29% (12)
30	12% (5)	17% (7)	20% (8)	17% (7)	20% (8)	2% (1)	12% (5)	20% (8)
20	10% (4)	2% (1)	7% (3)	12% (5)	10% (4)	7% (3)	12% (5)	5% (2)
10	12% (5)	22% (9)	22% (9)	12% (5)	39% (16)	20% (8)	12% (5)	15% (6)
0								

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