



TTI  
SUCCESS  
INSIGHTS®

**Stress Quotient®**  
Leader

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# Table of Contents

Introduction .....	3
Stress Index Summary .....	4
Stress Factor - Demand .....	5
Stress Factor - Effort/Reward Balance .....	6
Stress Factor - Control .....	7
Stress Factor - Organizational Change .....	8
Stress Factor - Manager/Supervisor .....	9
Stress Factor - Social Support .....	10
Stress Factor - Job Security .....	11
Introduction - <i>Symptoms and Effects</i> .....	12
Stress Symptoms .....	13
Stress Effects Summary .....	14
Stress Effects Analysis .....	15



# 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

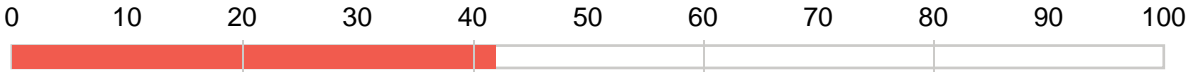
Next, we took the seven stress factors and dissected them based on subcategories. These factors are displayed in dials on the same 100-point scale. The top dial is the overall category, and the dials below are the breakdown of more specific stressors. **The sub dials do not add up to the top dial and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

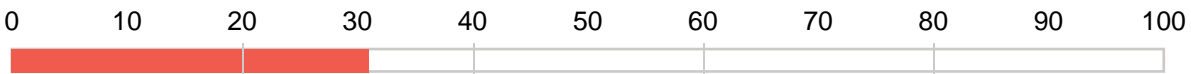


# Stress Index Summary

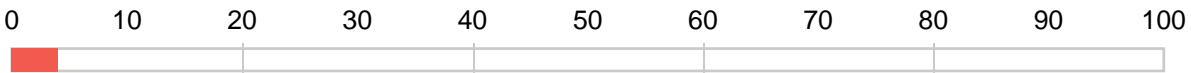
## Demands Index



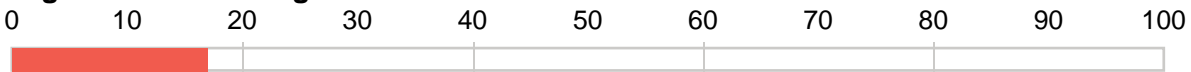
## Effort/Reward Balance Index



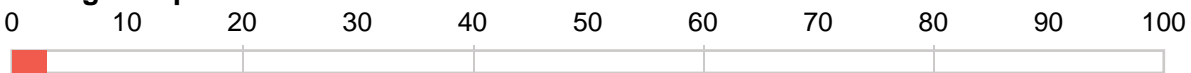
## Control Index



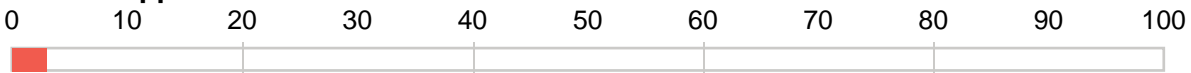
## Organizational Change Index



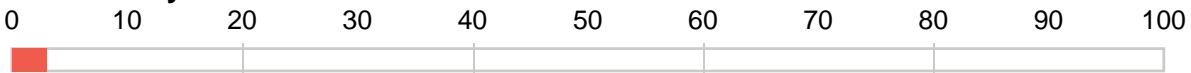
## Manager/Supervisor Index



## Social Support Index



## Job Security Index



## Total



### Index Summary Legend

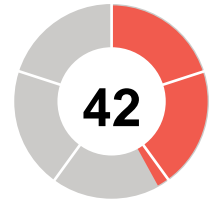
- 0-20 = Little or No Stress
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- 61-80 = Significant Stress
- 81-100 = Severe Stress



# Stress Factor - Demand

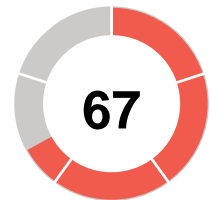
## Demand Index

While today's employees need challenging tasks to maintain their engagement and motivation, 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.



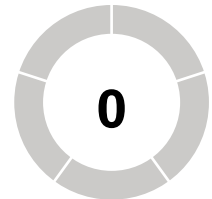
**Time Management** is the analysis of how working hours are spent and the prioritization of tasks in order to maximize personal efficiency in the workplace.

- How could you better balance the workload in order to avoid sacrificing quality?
- How could you create a more efficient work environment?



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

- It seems you have very little stress in this area; however, are there things you would like to discuss that would improve your job matching process?



## Index Summary Legend

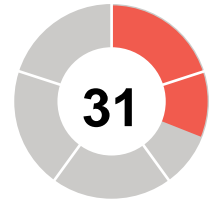
- 0-20 = Little or No Stress
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- 81-100 = Severe Stress



# Stress Factor - Effort/Reward Balance

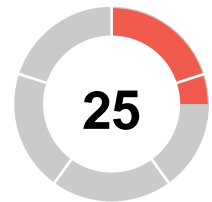
## Effort/Reward Balance Index

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.



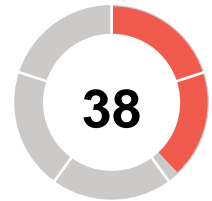
**Workplace Meaningfulness** is the quality of having great value, purpose or significance in the workplace.

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



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

- What would additional recognition do for the organization?
- What would make your work more rewarding?



### Index Summary Legend

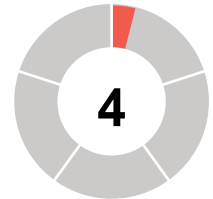
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# Stress Factor - Control

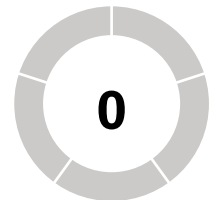
## Control Index

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.



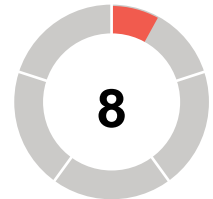
**Workplace Involvement** is creating an environment in which people have an impact on decisions and actions that affect their jobs.

- It seems you have very little stress in this area; however, are there things you would like to discuss that could make your workplace involvement more satisfying?



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

- It seems you have very little stress in this area; however, are there things you would like to discuss regarding the level of empowerment in the organization?



## Index Summary Legend

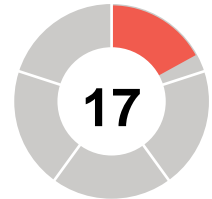
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# Stress Factor - Organizational Change

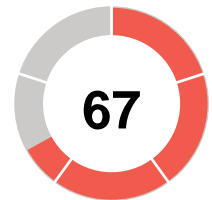
## Organization Change Index

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.



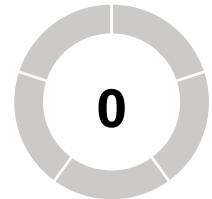
**Organizational Communication** is the mode used to convey organizational change such as policies, procedures and other activities.

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



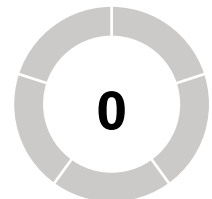
**Organizational Evolution** is a process of progressive change or development in an organization.

- It seems you have very little stress in this area; however, are there things you would like to discuss that would promote organizational development?



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

- It seems you have very little stress in this area; however, are there things you would like to discuss that may enhance your understanding of the vision?



### Index Summary Legend

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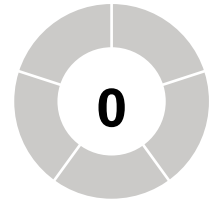




# Stress Factor - Manager/Supervisor

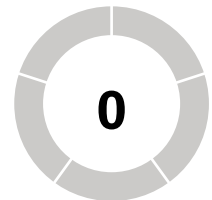
## Manager/Supervisor Index

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.



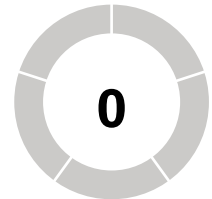
**Employee Awareness** is the ability to recognize and understand the interpersonal needs of people.

- It seems you have very little stress in this area; however, are there things you would like to discuss that could make your interpersonal interactions more productive?



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

- It seems you have very little stress in this area; however, are there things you would like to discuss that could make your leadership interactions more effective?



### Index Summary Legend

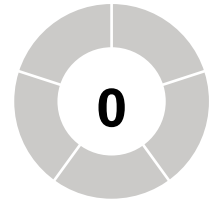
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# Stress Factor - Social Support

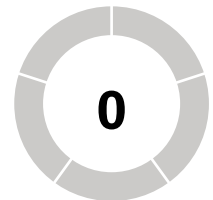
## Social Support Index

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.



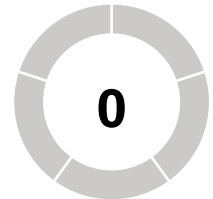
**Avoidance** is a conscious or unconscious act to bypass people or events that could cause conflicts.

- It seems you have very little stress in this area; however, are there things you would like to discuss that could increase your social engagement?



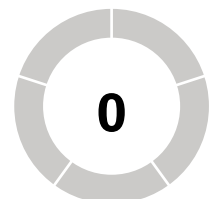
**Cooperation** is the process of working together to achieve the desired result.

- It seems you have very little stress in this area; however, are there things you would like to discuss that would promote cooperation?



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

- It seems you have very little stress in this area; however, are there things you would like to discuss that may eliminate potential frustrations?



### Index Summary Legend

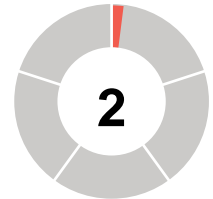
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# Stress Factor - Job Security

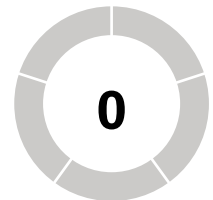
## Job Security Index

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.



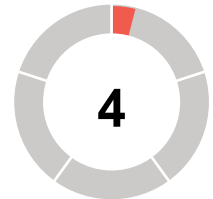
**Opportunity** is a set of circumstances that makes it possible for advancement or success.

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



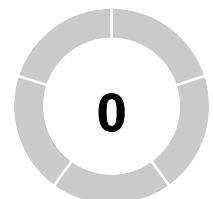
**Job Stability** is the level of concern a person has regarding their job.

- It seems you have very little stress in this area; however, are there things you would like to discuss that would create more job stability?



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

- It seems you have very little stress in this area; however, are there things you would like to discuss that may enhance your trust levels?



### 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

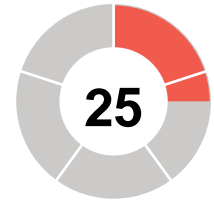
The Stress Effects Radar graphic offers a quick visual overview of the stress effects and positive effects.



# Stress Symptoms

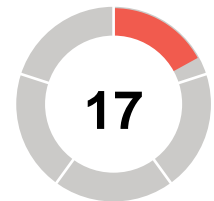
## Stress Symptoms Index

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.



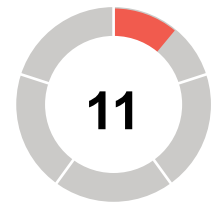
### Physical stress symptoms possibly including:

- Low energy
- Aches and pains
- Frequent illness



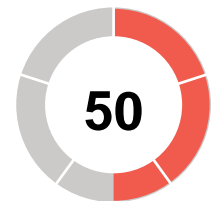
### Emotional stress symptoms possibly including:

- Irritability
- Feeling overwhelmed
- Moodiness



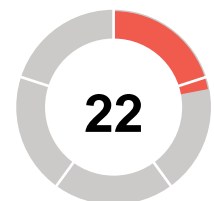
### Cognitive stress symptoms possibly including:

- Inability to concentrate
- Memory problems
- Poor judgment



### Behavioral stress symptoms possibly including:

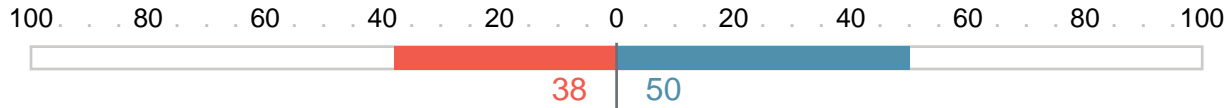
- Eating or sleeping issues
- Procrastination
- Nervous habits





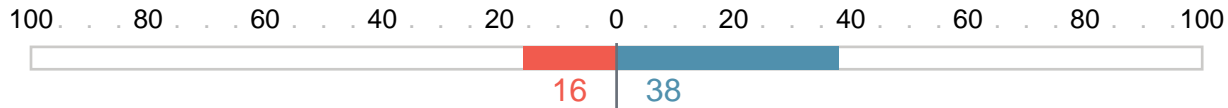
# Stress Effects Summary

## Demands Index



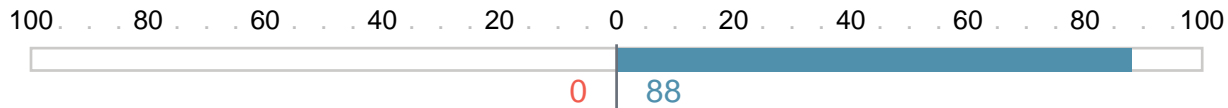
12

## Effort/Reward Balance Index



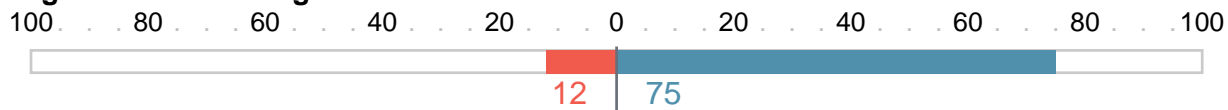
22

## Control Index



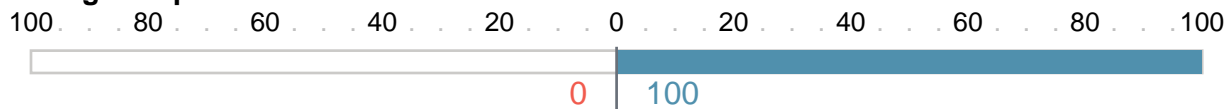
88

## Organizational Change Index



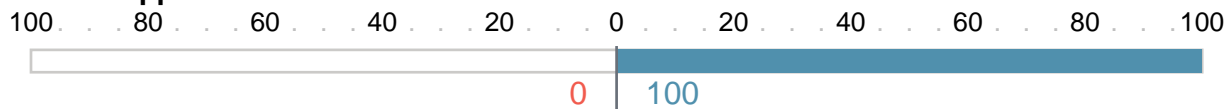
63

## Manager/Supervisor Index



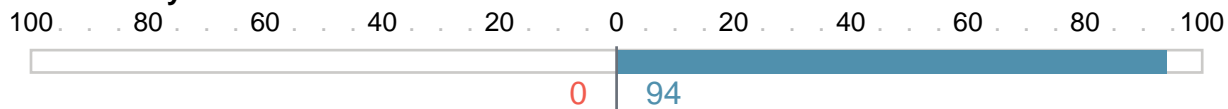
100

## Social Support Index



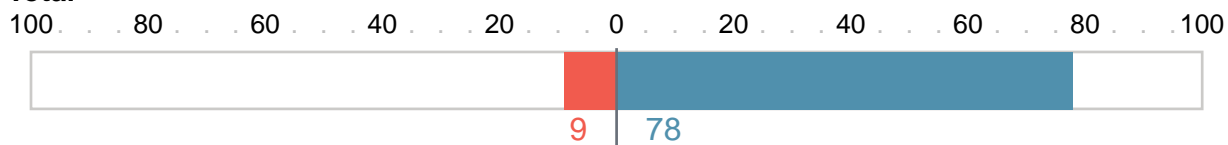
100

## Job Security Index



94

## Total



69

Stress Effects



Positive Effects





# Stress Effects Analysis

