Stress management competency indicator tool

The questionnaire below has been adapted from the HSE's stress management competency indicator tool. It will allow you to reflect on your own behaviours and management style in relation to managing work related stress. The questions explore four behavioural areas identified as being important for managers in order to prevent and reduce stress in their staff.

Area One: Respectful and Responsible: managing emotions and having integrity
Area Two: Managing and Communicating existing and future work
Area Three: Managing the individual withing the team
Area Four: Reasoning/Managing Difficult Situations

Look at the range of specific manager behaviours and tick the column that most closely represents where you see yourself with each statement.

AREA ONE Respectful and Responsible: Managing emotions and having integrity					
Behaviour/Competency	Strongly Disagree	Disagree	Slightly Agree	Agree	Strongly Agree
Integrity					
I am a good role model					
I treat my team members with respect					
I am honest					
I do what I say I will do					
I never speak about team members behind					
Managing Emotions					
I act calmly in pressured situations					
I take a consistent approach to managing					
My moods are predictable					
I don't pass on my stress to my team					
I approach deadlines calmly					

I welcome suggestions for improvements from my team					
Considerate Approach					
I allow my team to plan their workloads					
The deadlines I create are realistic					
I give more positive than negative feedback					
I deal with problems myself rather than relying on others					
I allow my team to approach their work in their own way					
I show a consideration for my team's work life balance					
Note down the total number of ticks in each column					
Multiply each column total by the x 1 x 2 x 3 x 4 x 5 number indicated to calculate column score	X1 =	X2 =	X3 =	X4 =	X5 =
Add the column scores together and note the total score (max score is 85)					
Divide your total score by 85 and multiply by 100	(………./85) x 100 =				

AREA Two **Managing and Communicating existing and future work**					
Behaviour/Competency	**Strongly Disagree**	**Disagree**	**Slightly Agree**	**Agree**	**Strongly Agree**
Proactive Work Management					
I clearly communicate job objectives to my team					
I develop action plans					
I monitor my team's workload on an ongoing basis					

I encourage my team to review how they organise their work					
When necessary, I stop additional work being taken on by my team					
I work proactively					
I see projects/tasks through to delivery					
I review processes to see if work can be improved					
I prioritise future workloads					
Problem Solving					
I deal rationally with problems					
I follow up problems on behalf of my team					
I deal with problems as soon as they arise					
I am decisive when decision making					
Participative/Empowering					
I give employees the right level of job responsibility					
I correctly judge when to consult the team and when to make a decision					
I keep my team informed of what is happening in the organisation					
I act as a mentor to my team					
I delegate work equally					
I help team members to develop in their role					
I encourage participation from the whole team					
I provide regular team meetings					

	Strongly Disagree	Disagree	Slightly Agree	Agree	Strongly Agree
I give the right level of direction to my team members					
Note down the total number of ticks in each column					
Multiply each column total by the number indicated to calculate column score	X1 =	X2 =	X3 =	X4 =	X5 =
Add the column scores together and note the total score (max score is 110)					
Divide your total score by 110 and multiply by 100	(………./110) x 100 =				

AREA Three Managing the individual within the team					
Behaviour/Competency	**Strongly Disagree**	**Disagree**	**Slightly Agree**	**Agree**	**Strongly Agree**
Personally Accessible					
I prefer to speak to my team personally than use email					
I provide regular opportunities for my team to speak one to one					
I return my team's calls/emails promptly					
I am available to talk to when needed					
Sociable					
I bring in treats for my team					
I socialise with the team					
I am willing to have a laugh at work					
Empathetic Engagement					
I encourage individuals' input in discussions					
I listen when a team member asks for help					

	Strongly Disagree	Disagree	Slightly Agree	Agree	Strongly Agree
I make an effort to find out what motivates my team members at work					
I try to see things from my team members' point of view					
I take an interest in my team's life outside work					
I regularly ask team members 'How are you?'					
I treat all team members with equal importance					
I check everyone is OK rather than just assuming					
Note down the total number of ticks in each column					
Multiply each column total by the number indicated to calculate column score	X1 =	X2 =	X3 =	X4 =	X5 =
Add the column scores together and note the total score (max score is 75)					
Divide your total score by 75 and multiply by 100	(………./75) x 100 =				

AREA Four Reasoning/managing Difficult Situations					
Behaviour/Competency	**Strongly Disagree**	**Disagree**	**Slightly Agree**	**Agree**	**Strongly Agree**
Manging Conflict					
I act as a mediator in conflict situations					
I deal with squabbles in the team before they become arguments					

I deal objectively with employee conflicts					
I deal with conflicts head on					
I try and resolve issues rather than act to keep the peace					
Use of Organisational Resources					
I seek advice from other managers when necessary					
I use HR as a resource to help deal with problems					
I seek help from occupational health when necessary					
Taking responsibility for resolving issues					
I follow up team conflicts after resolution					
I support employees through incidents of abuse					
I make it clear I will take ultimate responsibility if things go wrong					
I address bullying					
Note down the total number of ticks in each column					
Multiply each column total by the number indicated to calculate column score	X1 =	X2 =	X3 =	X4 =	X5 =
Add the column scores together and note the total score (max score is 60)					
Divide your total score by 60 and multiply by 100	(………./60) x 100 =				

Overall Assessment

The scores for each of the 4 areas can be interpreted as follows:

75% or below = Development Need: This score indicates you would benefit from further development. Look at the questionnaire again and explore which behaviours you could consider using more often in the future, thereby helping you to be more effective at preventing and reducing stress in your team.

76% to 89% = Reasonable: You show good awareness of the behaviours needed for effectively preventing and reducing stress in others. It may be helpful to refer back to the questionnaire to see if there are any behaviours you could add to your repertoire in this area to increase your effectiveness in managing stress in others.

90% and above = Effective: You demonstrate the behaviours that have been shown to be effective in preventing and reducing stress in your team.

Your 'Stress management competence' profile:

Fill in each of the right-hand columns. In the effectiveness column, add 'Development Need', 'Reasonable' or 'Effective' using the guidance above.

Competency	Percentage	Effectiveness
Respectful and responsible: Managing emotions and having integrity		
Managing and communicating existing and future work		
Managing the individual within the team		
Reasoning/Managing difficult situations		

Next Steps

- If you have identified several development needs or areas that you would like to move into the 'Effective' zone, consider them one at a time
- If you feel that it will be difficult for you to make these behavioural changes on your own, consider seeking support. For example, informal coaching or support attending a training course to develop the relevant skills.
- Information and resources may also be available through your employer, for example from: Occupational Health, Employee Assistance Programme/Welfare Service and Human Resources.