



# 'Other' Stress Management Competency Tool

**How effective are this manager at preventing and reducing stress in their staff?**

Thank you for agreeing to take part in this exercise

The 'Stress management competency tool' questionnaire set out in this document is designed to allow managers to assess whether the behaviours identified as effective for preventing and reducing stress at work are part of their management repertoire or not. The aim is to help managers to reflect upon their behaviour and management approach.

You have been chosen to provide feedback on the following manager:

.....

Please complete the following questionnaire. The questionnaire looks in turn at four behavioural areas identified as being important for managers to prevent and reduce stress in their staff. You will be asked to consider a range of specific manager behaviours and put a tick in the column that most closely represents your level of agreement with each statement. If you have not observed any particular manager behaviours that a question refers to, for the sake of this particular scoring system, please tick the middle option or 'Slightly Agree' rather than leaving any questions blank. Once you have completed the questionnaire, please use the instructions at the end of each table to calculate your score for the manager.

**Please then return the completed summary table on the final page, to the manager.** You do not have to return the whole questionnaire, however it may be useful to retain a copy for any follow up conversations you may have with that manager.

If you would like to know more about the research behind the questionnaire, please refer to the following website for guidance leaflets:

[http://www.cipd.co.uk/subjects/health/stress/ Instrswrk.htm](http://www.cipd.co.uk/subjects/health/stress/Instrswrk.htm)

Research reports on each of the three phases of this research are available at the following links:

<http://www.hse.gov.uk/research/rrhtm/rr553.htm>

<http://www.hse.gov.uk/research/rrhtm/rr633.htm>

[http://www.cipd.co.uk/subjects/health/stress/ preventing\\_stress](http://www.cipd.co.uk/subjects/health/stress/preventing_stress)

## AREA 1 - RESPECTFUL AND RESPONSIBLE: MANAGING EMOTIONS AND HAVING INTEGRITY

<i>Behaviour/Competency</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Slightly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
<b>Integrity</b>					
This Manager is a good role model					
This Manager treats team members with respect					
This Manager is honest					
This Manager does what they say they will do					
This Manager never speaks about team members behind their backs					
Note down the total number of ticks in each column					
Now multiply each column total by the number indicated to calculate your column score	<b>1x =</b>	<b>2x =</b>	<b>3x =</b>	<b>4x =</b>	<b>5x =</b>
Add the column scores together and note the total score (maximum score is 25)					
Now divide your total score by 25 and multiply by 100			<b>(...../25)x100 =</b>		
<b>Managing Emotions</b>					
This Manager acts calmly in pressured situations					
This Manager takes a consistent approach to managing					
This Manager's moods are predictable					
This Manager doesn't pass on their stress to the team					
This Manager approaches deadlines calmly					
This Manager welcomes suggestions for improvements from the team					
Note down the total number of ticks in each column					
Now multiply each column total by the number indicated to calculate your column score	<b>1x =</b>	<b>2x =</b>	<b>3x =</b>	<b>4x =</b>	<b>5x =</b>
Add the column scores together and note the total score (maximum score is 30)					
Now divide your total score by 30 and multiply by 100			<b>(...../30)x100 =</b>		
<b>Considerate Approach</b>					
This Manager allows the team to plan their workloads					
The deadlines this Manager creates are realistic					
This Manager gives more positive than negative feedback					
This Manager deals with problems themselves rather than relying on others					
This Manager allows the team to approach their work in their own way					
This Manager shows a consideration for the team's worklife balance					
Note down the total number of ticks in each column					
Now multiply each column total by the number indicated to calculate your column score	<b>1x =</b>	<b>2x =</b>	<b>3x =</b>	<b>4x =</b>	<b>5x =</b>
Add the column scores together and note the total score (maximum score is 30)					
Now divide your total score by 30 and multiply by 100			<b>(...../30) x 100 =</b>		

## AREA 2 - MANAGING AND COMMUNICATING EXISTING AND FUTURE WORK

<i>Behaviour/Competency</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Slightly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
<b>Proactive Work Management</b>					
This Manager clearly communicates job objectives to the team					
This Manager develops action plans					
This Manager monitors the team's workload on an ongoing basis					
This Manager encourages the team to review how they organise their work					
When necessary, this Manager stops additional work being taken on by the team					
This Manager works proactively					
This Manager sees projects/tasks through to delivery					
This Manager reviews processes to see if work can be improved					
This Manager prioritises future workloads					
Note down the total number of ticks in each column					
Now multiply each column total by the number indicated to calculate your column score	<b>1x =</b>	<b>2x =</b>	<b>3x =</b>	<b>4x =</b>	<b>5x =</b>
Add the column scores together and note the total score (maximum score is 45)					
Now divide your total score by 45 and multiply by 100			<b>(...../45)x100 =</b>		
<b>Problem Solving</b>					
This Manager deals rationally with problems					
This Manager follows up problems on behalf of the team					
This Manager deals with problems as soon as they arise					
This Manager is decisive when decision making					
Note down the total number of ticks in each column					
Now multiply each column total by the number indicated to calculate your column score	<b>1x =</b>	<b>2x =</b>	<b>3x =</b>	<b>4x =</b>	<b>5x =</b>
Add the column scores together and note the total score (maximum score is 20)					
Now divide your total score by 20 and multiply by 100			<b>(...../20)x100 =</b>		
<b>Participative/Empowering</b>					
This Manager gives employees the right level of job responsibility					
This Manager correctly judges when to consult the team and when to make a decision					
This Manager keeps the team informed of what is happening in the organisation					
This Manager acts as a mentor to the team					
This Manager delegates work equally					
This Manager helps team members to develop in their role					
This Manager encourages participation from the whole team					
This Manager provides regular team meetings					
This Manager gives the right level of direction to the team members					
Note down the total number of ticks in each column					
Now multiply each column total by the number indicated to calculate your column score	<b>1x =</b>	<b>2x =</b>	<b>3x =</b>	<b>4x =</b>	<b>5x =</b>
Add the column scores together and note the total score (maximum score is 45)					
Now divide your total score by 45 and multiply by 100			<b>(...../45) x 100 =</b>		

## AREA 3 - MANAGING THE INDIVIDUAL WITHIN THE TEAM

<b>Behaviour/Competency</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Slightly Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>Personally Accessible</b>					
This Manager prefers to speak to their team personally than use email					
This Manager provides regular opportunities for the team to speak one to one					
This Manager returns the team's calls/emails promptly					
This Manager is available to talk to when needed					
Note down the total number of ticks in each column					
Now multiply each column total by the number indicated to calculate your column score	<b>1x =</b>	<b>2x =</b>	<b>3x =</b>	<b>4x =</b>	<b>5x =</b>
Add the column scores together and note the total score (maximum score is 20)					
Now divide your total score by 20 and multiply by 100	<b>(...../20)x100 =</b>				
<b>Sociable</b>					
This Manager brings in treats for their team					
This Manager socialises with the team					
This Manager is willing to have a laugh at work					
Note down the total number of ticks in each column					
Now multiply each column total by the number indicated to calculate your column score	<b>1x =</b>	<b>2x =</b>	<b>3x =</b>	<b>4x =</b>	<b>5x =</b>
Add the column scores together and note the total score (maximum score is 15)					
Now divide your total score by 15 and multiply by 100	<b>(...../15)x100 =</b>				
<b>Empathetic Engagement</b>					
This Manager encourages individuals' input in discussions					
This Manager listens when a team member asks for help					
This Manager makes an effort to find out what motivates their team members at work					
This Manager tries to see things from their team members' point of view					
This Manager takes an interest in their team's life outside work					
This Manager regularly asks team members 'How are you?'					
This Manager treats all team members with equal importance					
This Manager checks everyone is OK rather than just assuming					
Note down the total number of ticks in each column					
Now multiply each column total by the number indicated to calculate your column score	<b>1x =</b>	<b>2x =</b>	<b>3x =</b>	<b>4x =</b>	<b>5x =</b>
Add the column scores together and note the total score (maximum score is 40)					
Now divide your total score by 40 and multiply by 100	<b>(...../40)x100 =</b>				

## AREA 4 REASONING/MANAGING DIFFICULT SITUATIONS

The final set of behaviours/competencies refer to how this manager manages difficult situations in their team such as bullying or employee conflicts. If you haven't observed this manager experiencing situations such as these, it may not be useful for you to complete this area.

<i>Behaviour/Competency</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Slightly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
<b>Managing Conflict</b>					
This Manager acts as a mediator in conflict situations					
This Manager deals with squabbles in the team before they become arguments					
This Manager deals objectively with employee conflicts					
This Manager deals with conflicts head on					
This Manager tries to resolve issues rather than act to keep the peace					
Note down the total number of ticks in each column					
Now multiply each column total by the number indicated to calculate your column score	<b>1x =</b>	<b>2x =</b>	<b>3x =</b>	<b>4x =</b>	<b>5x =</b>
Add the column scores together and note the total score (maximum score is 25)					
Now divide your total score by 25 and multiply by 100	<b>(...../25)x100 =</b>				
<b>Use of Organisational Resources</b>					
This Manager seeks advice from other managers when necessary					
This Manager uses HR as a resource to help deal with problems					
This Manager seeks help from occupational health when necessary					
Note down the total number of ticks in each column					
Now multiply each column total by the number indicated to calculate your column score	<b>1x =</b>	<b>2x =</b>	<b>3x =</b>	<b>4x =</b>	<b>5x =</b>
Add the column scores together and note the total score (maximum score is 15)					
Now divide your total score by 15 and multiply by 100	<b>(...../15)x100 =</b>				
<b>Taking responsibility for resolving issues</b>					
This Manager follows up team conflicts after resolution					
This Manager supports employees through incidents of abuse					
This Manager makes it clear they will take ultimate responsibility if things go wrong					
This Manager addresses bullying					
Note down the total number of ticks in each column					
Now multiply each column total by the number indicated to calculate your column score	<b>1x =</b>	<b>2x =</b>	<b>3x =</b>	<b>4x =</b>	<b>5x =</b>
Add the column scores together and note the total score (maximum score is 20)					
Now divide your total score by 20 and multiply by 100	<b>(...../20) x 100 =</b>				

Please complete the table below by taking the percentages that you have calculated from the bottom row of each of the 12 behavioural areas in the questionnaire

**THE 'OTHER' SUMMARY FEEDBACK TABLE**

Competency	Sub- Competency	Your percentage
Respectful and responsible: Managing emotions and having integrity	Integrity	
	Managing emotions	
	Considerate approach	
Managing and communicating existing and future work	Proactive work management	
	Problem Solving	
	Participative/empowering	
Managing the individual within the team	Personally accessible	
	Sociable	
	Empathetic Engagement	
Reasoning/Managing difficult situations	Managing Conflict	
	Use of Organisational Resources	
	Taking responsibility for resolving issues	

**Please return THIS PAGE ONLY to the manager to whom you are providing feedback.**