



ORGANISATIONAL STRESS MANAGING PRESSURE FOR PERFORMANCE

The Health & Safety Executive (HSE) estimate that in 2001/2, 13.5 million working days were lost due to stress related illness in the UK - at a cost of £3.8 billion.

The added cost of mistakes, accidents, missed deadlines, poor decision-making, substandard quality & performance, is probably many times greater.

It is a major health problem and a huge financial burden to organisations - an issue which managers can no longer afford to ignore.

Now, employers also risk legal action and HSE prosecution. Since the Walker case, stress compensation awards have increased these already substantial costs.

- Do your employees face increasing pressures?
- Are you concerned about maintaining performance under pressure?
- Would you recognise the signs of stress?
- How much might stress be costing your organisation?
- Do you know what to do about stress?

ORGANISATIONAL STRESS ICEBERG

Stress affects people and organisations in many different ways:

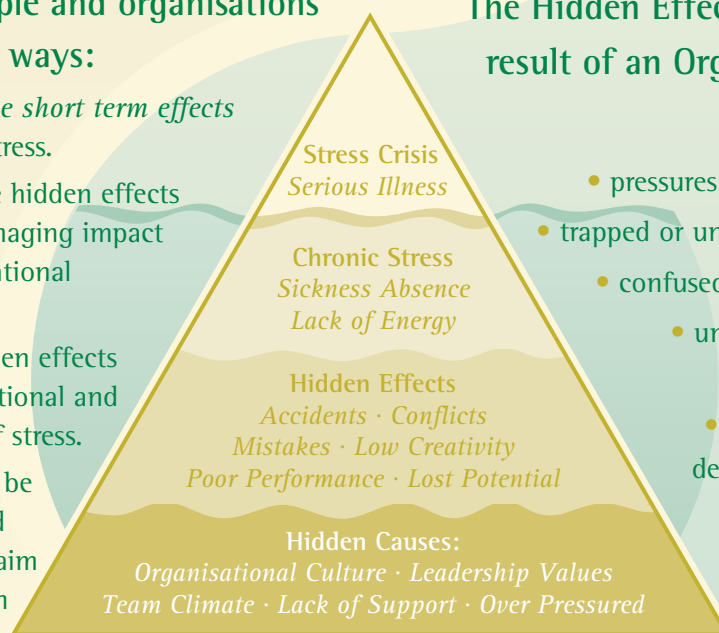
Most noticeable are the short term effects of crises and chronic stress.

In the longer term, the hidden effects can have the most damaging impact on personal & organisational performance.

Underneath these hidden effects lie the deeper organisational and personal root causes of stress.

Your organisation may be aware of crisis care and stress compensation claim costs but moving down the *Stress Iceberg*

we can see that the *actual costs* increase dramatically.



The Hidden Effects of Stress are the result of an Organisational Culture where people feel:

- pressures pile up or are prolonged
- trapped or unable to control demands
- confused by conflicting demands
- uncertain about their work and/or their prospects
- confined by inflexible & demanding work schedules
- conflict, harassment, bullying or contempt
- a lack of understanding and leadership.

HSE "Stress at Work, a guide for employers"



ORGANISATIONAL STRESS MANAGING PRESSURE FOR PERFORMANCE

ORGANISATIONAL PRESSURE & PERFORMANCE AUDIT®

Our Organisational Pressure & Performance Audit® is designed to:

- identify specific factors that are reducing performance due to stress
- provide an assessment against Stress Management Standards
- assess the organisational culture and underlying causes of pressure and performance problems
- work with managers & employees to identify actions to reduce stress, improve quality and results.

It reviews these factors:

- Work related Sources of Stress
- Experienced Stress
- Stress Symptoms
- Psychological Effects
- Organisational Performance Problems.

THE PROCESS:

1. AWARENESS

- *Seminar* - to raise senior managers' awareness.
- *Strategic Review* - with steering group to agree strategy.
- *Briefings* - to communicate commitment.

2. AUDIT

- *Assessment* - to collect data and make comparisons with standards.
- *Verification* - of data on pressure points & performance blockages.
- *Feedback* - working with managers & employees to review data.

3. ACTION

- *Co-design Strategies* - to balance needs of people & the organisation.
- *Implement* - strategies to optimise performance & minimise stress.
- *Review* - monitor & evaluate outcomes.

STRESS STRATEGIES

We offer a range of consultancy services to complement your own staff resources, including the following interventions:

To respond to Stress Crisis

- Stress counselling service
- Counselling skills training for managers
- Reorganisation recovery programmes

To minimise Chronic Stress

- Personal Stress Management training
- Coaching focusing on pressure & performance
- Team Development & Support

To reduce the Hidden Effects

- Vision & Values programme
- Developing Leaders
- Enhancing Interpersonal Skills
- Performance & Pressure Improvement Teams
- Participative Work Design
- Culture Transformation.

WORKSHOPS

Managing Stress in Organisations *New Standards & Initiatives*

A seminar to develop awareness of the new management standards, assessment methods and initiatives to manage stress within organisations and to plan work related stress strategies.

Managing Personal Stress

A workshop to develop manager's competencies in managing stress and change, for themselves and the people they manage.

This aims to increase personal awareness and develop *flow*, resilience and personal stress management strategies.