# Morning meeting



### Marie Kingston

M.Sc. Psych., authorized psychologist, University of Copenhagen, 1998

Owner of Kingston Consulting

Former VP in TNS Gallup (Qualitative Dept.), partner in Kjerulf & Partners, VP of HR Development in COWI A/S.

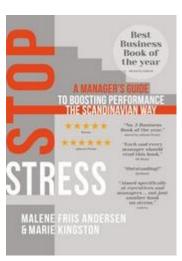
Executive coach (2006), organisational consultant (2011), Mindfulness instructor (2014), ACT Psychotherapist (2016)

Stop Stress is published in Danish, English, Russian and Japanese.

Stress prevention and management based on Stop Stress is implemented in a number of large Danish and International companies.









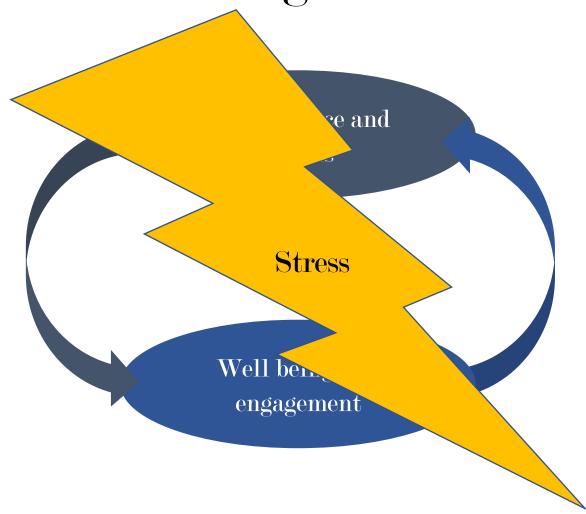


## Agenda for today

- 1. Welcome and introduction
- 2. The relationship between stress, performance and well-being
- 3. What is stress, what causes it and what can prevent it? (incl. IGLO-model, demands-resources and Mentimeter wordcloud)
- 4. How does stress develop? The Steps of Stress.
- 5. The manager's role on the steps of stress
- 6. Closure and questions



The core task of the organisation





What are we talking about?

Being busy

Short term stress

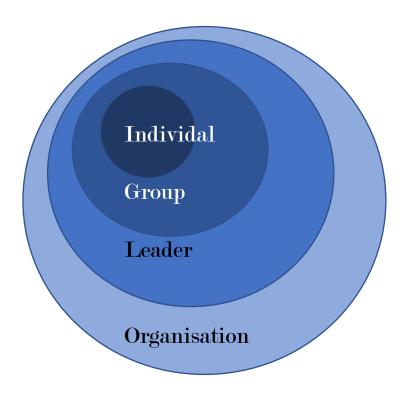
Serious stress:
A perceived long term
imbalance between
demands and resources
with a number of physical
and psychological
symptoms

Frustration and lack of well being

Other physical or mental illness



## Stress as a response to a complex dynamic



**Individual** – The employee

**Group** – The team of employees

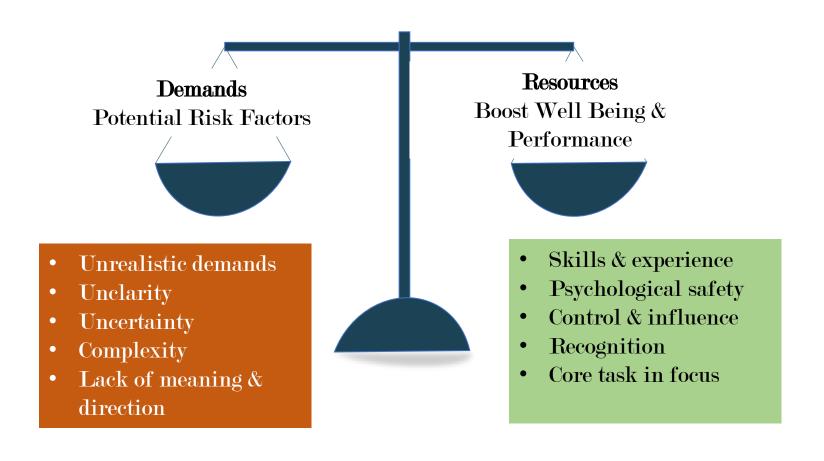
**Leader**– The manager of the team

The IGLO model

**Organisation** – culture, structure, processes and policies

### Serious stress as a reaction to a perceived long term imbalance between demands and resources







Go to www.menti.com and use the code 1411 7189

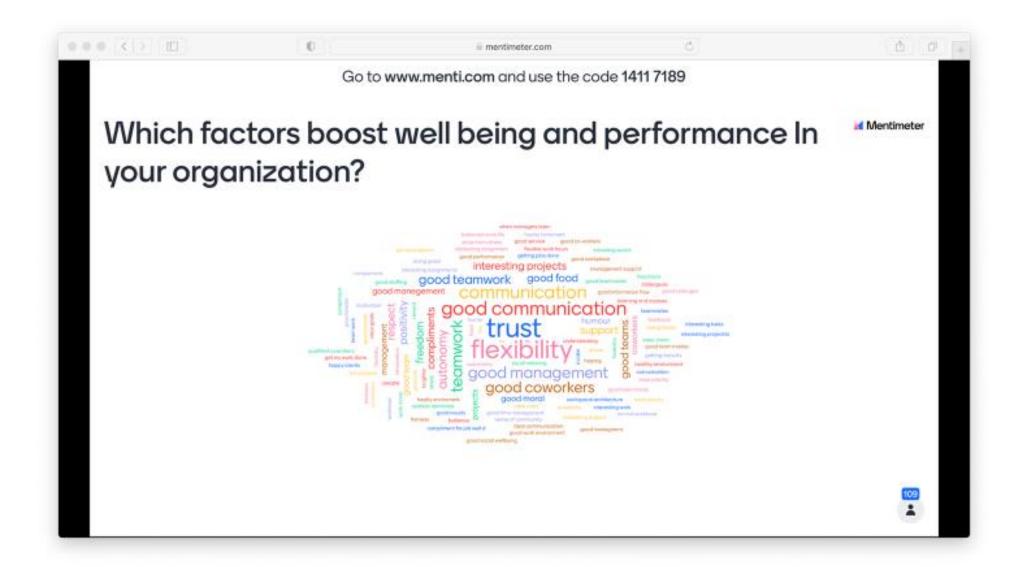
# Which factors cause stress in your organization?

Mentimeter









### The Steps of Stress



### Efficiency

#### **Temperate**

Demands & resources are in balance

High level of activity and potential quality

Motivation & commitment

Sense of control

Proximate zone of development

#### Heated

Beginning pressure

Quality is reduced slightly

Lack of overview

Irritability and impatience - risk of conflicts in the team

Walking, talking, working, eating faster

Skipping breaks

#### Overheated

Sustained pressure

Feelings of incompetence

Poor prioritisation and more mistakes

Lower self esteem

Sleep difficulties, head and stomach pains, worry, lack of energy

#### Melt down

Longterm pressure

Inefficiency & firefighting

Low well being & sadness

Physical & mental break down

#### Burnt out

Massive pressure

Cognitive &
emotional deflated
Significantly
reduced working
capacity
Usually long term
sick leave

Well being Serious stress

# The Manager's Role



### Efficiency

### Temperate

Perform
visible and
attentive
manageme
nt

Support performance and well-being

Facilitate learning and development

Be a good role model

#### Heated

Show interest in workload and well-being

Boost prioritisation

Support planning

Make breaks legitimate

Support the team

#### Overheated

Use the managerial authority

Create a clear framework

Eliminate, adjust and prioritise tasks

Ensure social support
If necessary, seek outside help

#### Melt down

Take responsibility

Suggest visit to GP

Make a clear plan that will make a difference

Agree on communication

#### Burnt out

Maintain contact throughout sick leave

Follow up on plan and adjust

Support return and take care of team

Well being Serious stress



- Questions?
- •Thank you and goodbye