

IDENTIFYING STRESS IN OTHERS: A GUIDE FOR MANAGERS



This template describes misconceptions that may arise when the Attributes are under stress and how you can adapt your communication to support their needs.

ANALYTICAL		CONCEPTUAL	
<ul style="list-style-type: none"> Under stress, this Attribute may appear to be skeptical as they focus on the “why” behind actions and decisions. Communication tips to support their needs: <ul style="list-style-type: none"> Ensure accuracy Give opportunities for questions 		<ul style="list-style-type: none"> Under stress, this Attribute may appear to be inattentive as they focus on the future. Communication tips to support their needs: <ul style="list-style-type: none"> Allow for tangents Skip the details 	
STRUCTURAL		SOCIAL	
<ul style="list-style-type: none"> Under stress, this Attribute may appear to be unimaginative as they focus on the details. Communication tips to support their needs: <ul style="list-style-type: none"> Give specifics Provide clear direction 		<ul style="list-style-type: none"> Under stress, this Attribute may appear to be sensitive as they consider the impact on others. Communication tips to support their needs: <ul style="list-style-type: none"> Ask how they are feeling Show sincerity 	
FIRST-THIRD	EXPRESSIVENESS		THIRD-THIRD
<ul style="list-style-type: none"> Under stress, those in the first-third may appear to be disengaged as they process internally. Communication tips to support their needs: <ul style="list-style-type: none"> Share information ahead of time Encourage feedback in multiple ways (i.e. one-on-one, email, etc.) 			<ul style="list-style-type: none"> Under stress, those in the third-third may appear to be dismissive as they process externally. Communication tips to support their needs: <ul style="list-style-type: none"> Provide opportunities for verbal discussion Recognize that ideas may not be fully formed as you converse
FIRST-THIRD	ASSERTIVENESS		THIRD-THIRD
<ul style="list-style-type: none"> Under stress, those in the first-third may appear to be indifferent as they go along with the majority. Communication tips to support their needs: <ul style="list-style-type: none"> Create a safe space where differing ideas are valued Encourage consensus building throughout the process 			<ul style="list-style-type: none"> Under stress, those in the third-third may appear to be forceful as they assert their ideas. Communication tips to support their needs: <ul style="list-style-type: none"> Encourage and demonstrate respectful discussions Embrace productive conflict
FIRST-THIRD	FLEXIBILITY		THIRD-THIRD
<ul style="list-style-type: none"> Under stress, those in the first-third may appear to be stubborn as they take a focused approach. Communication tips to support their needs: <ul style="list-style-type: none"> Give the rationale when shifting gears Provide clarity on which decisions are solidified and which may change 			<ul style="list-style-type: none"> Under stress, those in the third-third may appear to be indecisive as they entertain multiple options. Communication tips to support their needs: <ul style="list-style-type: none"> Define timelines for when decisions need to be made Provide clarity on which decisions are final and when options can still be considered