

IDENTIFYING STRESS IN OTHERS: A GUIDE FOR MANAGERS

Tips for recognizing stress in others and communicating in a meaningful way.

ANALYTICAL

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:

- Ensure accuracy
- Give opportunities for questions

CONCEPTUAL

Under stress, this Attribute may appear to be inattentive as they focus on the future.

Communication tips to support their needs:

- Allow for tangents
- Skip the details

STRUCTURAL

Under stress, this Attribute may appear to be unimaginative as they focus on the details.

Communication tips to support their needs:

- Give specifics
- Provide clear direction

SOCIAL

Under stress, this Attribute may appear to be sensitive as they consider the impact on others.

Communication tips to support their needs:

- Ask how they are feeling
- Show sincerity

1/3



EXPRESSIVENESS



3/3

Under stress, those in the first-third may appear to be disengaged as they process internally.

Communication tips to support their needs:

- Share information ahead of time
- Encourage feedback in multiple ways (i.e. one-on-one, email, etc.)

Under stress, those in the third-third may appear to be dismissive as they process externally.

Communication tips to support their needs:

- Provide opportunities for verbal discussion
- Recognize that ideas may not be fully formed as you converse

1/3



ASSERTIVENESS



3/3

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:

- Create a safe space where differing ideas are valued
- Encourage consensus building throughout the process

Under stress, those in the third-third may appear to be forceful as they assert their ideas.

Communication tips to support their needs:

- Encourage and demonstrate respectful discussions
- Embrace productive conflict

1/3



FLEXIBILITY



3/3

Under stress, those in the first-third may appear to be stubborn as they take a focused approach.

Communication tips to support their needs:

- Give the rationale when shifting gears
- Provide clarity on which decisions are solidified and which may change

Under stress, those in the third-third may appear to be indecisive as they entertain multiple options.

Communication tips to support their needs:

- Define timelines for when decisions need to be made
- Provide clarity on which decisions are final and when options can still be considered