

The quarterly newsletter for performance-oriented consultants and HR professionals

## Calendar of Events

August 12, **StressScan Press Release**, Consulting Tools NEW TOOL. A comprehensive stress and health risk appraisal. Call 800-335-0779 for fact sheet.

August 31, 1pm PST, **TeamView 360 Teleconference** with Dr. Addy S. Chulef: **Teambuilding in Mexico and Latin America**. Call 800-977-8002 code 980350 to join this FREE teleconference.

September 9, **PerformanceView360**, Feature ViewSuite 360. **Skills Based 360 for Professional/Technical employees**. Call 800-335-0779 for free validity data.

September 15, Dr. Ken Nowack, **Keynote Speaker, ASTD-LA Chapter Meeting**. Call 800-335-0779 for information.

October 26, 1pm PST, **Facet 5 Teleconference** with Nigel Evans, MSc: **"Using Facet5 in Coaching and Training Interventions."** Call 800-977-8002 code 980350 to join this FREE teleconference



One-fourth of all employees view their jobs as the number one stressor in their lives.



## Optimizing Employee Resilience: Using StressScan for Coaching Engagements

Kenneth Nowack, Ph.D., ConsultingTools USA Inc.

It's not difficult today in most coaching engagements to hear employees share perceptions of high levels of stress, work/family balance challenges and other non-work stressors that are associated with a wide variety of outcomes including job burnout, anxiety, exhaustion, fatigue, inability to concentrate, lower performance and physical illness. Increasingly, employees in coaching engagements are looking for a way to both increase effectiveness on the job and juggle work/family demands.

Perceptions of stress at work are quite high with several studies suggesting that one-fourth of all employees view their jobs as the number one stressor in their lives (Northwestern National Life). In a recent poll by Reston, Virginia based TrueCareers,

more than 70% of workers do not think there is a healthy balance between work and their personal lives. More than 50% of the 1,626 respondents reported they are exploring new career opportunities because of the inability to manage both work and family stressors.

Similarly, lifestyle practices such as exercise, eating/nutrition and coping skills may not only be the strongest contributors to the most common causes of deaths in Europe and the United States, but focusing employee attention on them might result in bottom line cost savings for companies. Current research suggests that most corporate health risk intervention programs produce a return-on-investment of nearly \$5 per dollar invested on each employee.

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## ▣ Web Survey Solutions at ConsultingTools

As we talk to CTI clients and prospects, we are often asked about our online survey analysis and reporting capabilities. We have designed company-wide employee satisfaction/engagement surveys, training needs assessments, culture surveys and customer satisfaction questionnaires for diverse industries. We can create the ideal survey solution for you, including any of the following services:

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## Using StressScan for Coaching

StressScan is a unique assessment instrument designed to assist employees at all levels to become more aware of specific lifestyle habits, coping skills and stressors associated with optimal health and productivity. Coaches can simultaneously supplement and utilize StressScan with any other tools or interviews in their coaching engagement to get a full picture of their client's lifestyle practices and orientation to dealing with both work and life challenges and stressors.

StressScan is based on over 15 years of published research showing a relationship between scores on the tool and diverse physical and psychological health outcomes with working adults in different job settings and

environments. The tool measures 15 specific scales that provide your client with insight about handling adversity, change and staying healthy in the face of today's work and family challenges.

One of the strengths of the tool for coaching is the summary feedback report which provides a summary of each critical scale, health risks and alerts, and a developmental action plan worksheet to facilitate awareness into action ([www.consultingtool-susa.com/products/SAP/index.asp](http://www.consultingtool-susa.com/products/SAP/index.asp)).

### StressScan Scales

- Work/Life Stress
- Lifestyle Habits
  - Physical Activity/Exercise

- Eating/Nutrition
- Rest/Sleep
- Preventive Practices
- Smoking
- Social Support
- Cognitive Hardiness
- Type A Behavior
- Coping Style
  - Positive Appraisal
  - Negative Appraisal
  - Threat Minimization
  - Problem-Focused Coping
- Psychological Well-Being

In two prospective studies with StressScan, employees who exercised and practiced good health habits, reported higher scores on cognitive hardiness (*viewed change as a challenge and felt a sense of control over work/life*)

stressSCAN<sup>SM</sup>



## ▣ LEAP: Developing Leaders with 360-Feedback Tools

As a national, non-profit leadership development organization, LEAP has served Asian Pacific American communities since 1982. "Growing leaders" is a mission statement for LEAP, and Fatima Bustos-Choy, LEAP's Organizational Development Consultant. She adds that LEAP is committed to the development of Asian leaders in various social sectors, including corporate and community.

LEAP fulfills its mission through the development and delivery of a number of leadership programs, notably, LDP, Leadership Development Program which trains

managers and professional employees from technology companies and various industries.

"LEAP recognizes that participants come into the program with business and technical skills," explains Fatima, "at LDP, a primary objective is to provide participants with knowledge, skills and tools to enhance their leadership skills. The 360-feedback has been an effective tool for participants to gain awareness and insights into their interpersonal and communications skills that they may not normally receive on the job. That is why a 360-feedback tool works so well, because it

gives them a perspective from every aspect of their work life. It is essential in leadership to understand people's perceptions and acclimate to US and global business protocols."

**LEAP has found that the 360-process works for professionals in diverse industries. Explain why you chose to use PerformanceView360 and ManagerView360 for skills development.**

"Feedback is critical to success. LDP uses both the PerformanceView360 for non-managers/professional employees as well as the ManagerView360 for man-

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and higher scores on threat minimization coping (*acknowledged the stressor and found a way to constructively minimize it's significance without denial*). They reported less absenteeism, less physical illness and greater job satisfaction.

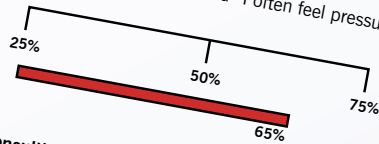
For coaches, knowing how resilient his/her client is (scores on the cognitive hardiness scale are predictive of optimism, self-esteem, conscientiousness and perseverance) can be useful in shaping the coaching intervention. Helping a client to focus on optimizing wellness might be the key to facilitating other work related goals to enhance their overall performance and effectiveness.

For a Free Trial of StressScan, contact us at [support@consultingtoolsusa.com](mailto:support@consultingtoolsusa.com) ☎

## What Employers Say About Stress on the Job

### Survey by Consulting Tools in 2002

Percentage of employees who reported "I often feel pressure and stress on my job."



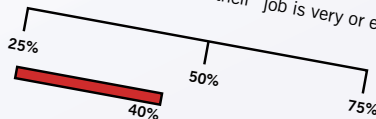
### Survey by Consulting Tools in 2004

Percentage of employees who report they "disagree" or "strongly disagree" with the statement "The amount of pressure and stress on my job is reasonable and rarely excessive."



### Survey by Northwestern National Life

Percentage of employees who report their "job is very or extremely stressful."



## ▣ EI In the News

This year ConsultingTools Inc. has worked successfully with other consulting, training and learning companies to include our EmotionalIntelligenceView360 (EIV360) multi-rater assessment in their training and coaching programs:

**CRM Video**, a leading publisher and producer of award-winning tools to enhance workplace learning and performance, has included EIV360 in their Certification Program to be available in Winter 2005 ([www.crmlearning.com](http://www.crmlearning.com)).

**Linkage Inc.**, a global organizational develop-

ment company specializing in leadership development and training, has included EIV360 in their national Executive Coaching Program ([www.linkageinc.com](http://www.linkageinc.com)).

EIV360 is one of several emotional intelligence measures cited at **Daniel Goleman's Consortium for Research on Emotional Intelligence in Organizations** ([www.eiconsortium.org](http://www.eiconsortium.org)). Dr. Kenneth Nowack, President of Consulting Tools, serves as a consortium research member.

ConsultingTools' EIV360 was chosen by **TGIM** in New Jersey for their premiere

workshop: Emotional Intelligence, Creativity and Relationships, a 3-in-1 Certification Program (October 19, 20 and 21 in New York City). Scholarships are still available: Call 866-928-6657 for information.

At ConsultingTools, we believe in working together to solve problems for clients.

If you have a coaching, training or leadership development challenge, call ConsultingTools at (800) 335-0779 to discuss how our validated assessment tools and integrated systems could be of value to you. ☎

**Web Survey Solutions**, continued from page 1

- Questionnaire/Survey Design
- Item Development
- Revision of Existing Surveys
- Survey Administration Online
- Statistical Analysis
- Summary Reports
- Post-Survey Follow-Up

ConsultingTools provides survey solutions to undertake qualitative or quantitative research. Data can be collected on-line using our flexible internet administration system or paper questionnaires through our support service. We provide complete survey solutions including hosting of online surveys, analysis of your data and generation of feedback reports.

We can customize the survey to meet your specific needs and provide the type of analyses that will provide you with information to increase team and organizational effectiveness.

Visit [www.consultingtoolsusa.com](http://www.consultingtoolsusa.com) to learn more about customized SWOT surveys and our off-the-shelf Team Effectiveness survey.

Our licensed organizational psychologist and survey team are available for consultation and guidance to ensure success of your feedback process. For a free research article on surveys, please email us at: [support@consultingtoolsusa.com](mailto:support@consultingtoolsusa.com) ⊕

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ers as a feedback tool. In class, participants are given an opportunity to share questions as well as insights about their feedback with each other. Thus, there's discussion and sharing of lessons learned with one another," says Fatima. "Moreover, participants create a developmental plan from their 360-feedback that they're expected to apply back on the job."

**When you work with a client who has never experienced the 360-process before, how do you make them comfortable with receiving feedback?**

"I understand the discomfort of some people with receiving feedback, particularly from managers, peers, and direct reports. There's a mixture of anxiety and eagerness in knowing people's perceptions about oneself. I explain the primary goal of the 360-feedback is to provide insights into one's strengths as well as areas for improvement. I point out the benefits

of receiving the 360-feedback as critical to success in organizational life, now more than ever," says Fatima, "and succeeding in their career means developing their emotional intelligence to all cultures. They must show an ability to listen, to respond to teams, and to communicate corporate values successfully."

**Working with managers and non-managers in the same organization, do you find common work competencies in the 360 tools?**

"Yes," Fatima responds. The 360 tools share common work competencies such as interpersonal skills, communications, teamwork, and problem solving, so it's easy to create a blended learning using 2-3 different 360 tools, and still maintain the client's corporate values. Performance View360 has three out of the four competencies from the Manager-View360 thus enabling participants to feel comfortable sharing results with each other. ⊕