

Pressure Management Indicator Personal Profile

Your Personal Profile

We have prepared a Personal Profile report based on the replies you gave when you completed the Pressure Management Indicator ('the PMI'). Your replies were given 'scores' and these scores were compared with those of almost 20,000 people from all walks of life - a good sample of the working population. This report will give you a 'snapshot' of your pressure levels at the time you completed the questionnaire and you can compare your own levels with those of other people in work.

The report follows the model below. We look at your 'Sources of Pressure' (where your pressure comes from), and at your 'Individual Differences' (how your behaviour and coping skills help you to manage pressure), and we look at how these 2 work together to produce 'Effects' (your satisfaction with your job and organisation, and your mental and physical wellbeing).

Sources of Pressure	X	Individual Differences	=	Effects of Pressure
Workload Relationships Recognition Organisational Climate Personal Responsibility Managerial Role Home/Work Balance Daily Hassles		Drive Impatience Control Personal Influence Problem Focus Life/Work Balance Social Support		Job Satisfaction Organisational Satisfaction Organisational Security Organisational Commitment State of Mind Resilience Confidence Level Physical Symptoms Energy Level

Analysis of your Results

This report is in 4 sections:

- Effects of Pressure
- Sources of Pressure
- Individual Differences
- Summary of Your Personal Profile

Effects of Pressure

The pressure you experience in your everyday life affects your mental and physical wellbeing and it also has an effect on how satisfied you are with your job and the organisation you work for.



The charts in this section set out some of the main areas of wellbeing (listed on the left hand side), and show your scores on the right hand side. The average score for the working population is shown as a score of 50. By looking at these charts you can see whether you feel better or worse about certain aspects of your wellbeing than the average for other working people.

The Way You Feel About Your Job and Your Organisation

Your satisfaction with your job and organisation depend on a number of factors, for example, the actual tasks you are asked to do, the people you work with, the way that your contribution is recognised and rewarded, and the extent to which you identify with the goals or objectives of your organisation.

The chart below measures 2 aspects of satisfaction at work:

- Job Satisfaction - the work that you do and the tasks you are asked to perform.
- Organisational Satisfaction - the 'feel' of your organisation including the culture, climate and working environment.

Effects of Pressure			
	<< Less Wellbeing		More Wellbeing >>
Job Satisfaction			9
Organisational Satisfaction			3

Key:  worse than average  normal range  better than average

Job Satisfaction - Your Results:
 The chart shows that you do not appear to enjoy your job and get very little, if any, job satisfaction. If you have felt this way for some time you should think about what it is that is making you so dissatisfied with your job, and try to change those things for the better.

Organisational Satisfaction - Your Results:
 You report a very low level of satisfaction with your organisation. You do not appear to be comfortable with the structure or climate of your place of work. You may find it helpful to think about why you are dissatisfied, is it one specific issue or a general feeling of discomfort?



Summary:
 The scores in your Personal Profile suggest that you do not derive much satisfaction from either the job itself or the organisation for which you work. If you have felt this way for some time and think this is likely to continue in the future, then you should consider making changes. You may be able to do something about the nature, scope or demands of your work or your place of work.

The PMI also measures 2 aspects of your feelings about your organisation:

- Organisational Security
- Organisational Commitment

Organisational Security - measures how comfortable you feel with the rate of change and the level of stability within your organisation. Many people find it hard to adjust to new ways of working, new technologies, or new structures. Other people find change exciting. Change and lack of stability are also often linked to concerns about job security or career development.

Organisational Commitment - is an overall measure of how comfortable you are with your organisation and how much you value working there.

Effects of Pressure			
	<< Less Wellbeing		More Wellbeing >>
Organisational Security			62
Organisational Commitment			37

Key:  worse than average  normal range  better than average

Organisational Security - Your Results:

Your results show you feel about the same amount of concern about the level of stability, changes in your organisation and the effects of this on your job security as do most people Your score is about the same as the average score for other people.

Organisational Commitment - Your Results:

Your average score shows that your commitment to the organisation is about the same as that of other people.

Mental and Physical Wellbeing

The wellbeing sections of the PMI measure how good you feel about yourself. Wellbeing is not just a question of not feeling ill, it is about feeling positive about your health. Poor wellbeing is one of the outcomes of the stress process and may be an indicator of mental or physical health problems.

The charts in this section measure 3 aspects of mental wellbeing and 2 aspects of physical wellbeing.

Your wellbeing profile does not provide a medical diagnosis - it is simply an indicator of how you felt when you completed the questionnaire. If your scores are low, we do advise that you talk to a suitably qualified advisor.

Effects of Pressure			
	<< Less Wellbeing		More Wellbeing >>
State of Mind			14
Resilience			15
Confidence Level			5

Key: worse than average normal range better than average

State of Mind - Your Results:

Your score is much lower than the average for most people and suggests that you are currently feeling very unsettled and anxious. You may find it helpful to talk about this with a suitably qualified advisor.

Resilience - Your Results:

Your current level of resilience and self-esteem is lower than the average for other people. This suggests that you find it hard to recover after a setback. You may find it helpful to look at training programmes or tapes and books about self-esteem and confidence building. It is surprising how many simple techniques can be learnt which help build 'the bounce back factor'.

Confidence Level - Your Results:

Your score shows that you worry about things much more than other people. For example, negative events or comments may affect you quite deeply. You may find that this reduces your ability to manage pressure positively. You should try to 'manage' your worries by focusing on things you can do something about and trying to ignore the rest.

Summary:

Your replies to this section of the Pressure Management Indicator show that your overall level of mental wellbeing is low. Although the questionnaire is not a clinical measure of mental health, it is possible that your lower than average scores on all of the mental wellbeing scales suggest that it may be helpful for you to seek appropriate professional advice. Please remember that the

questionnaire is only an indicator and it is possible that you may have misinterpreted the questions or that your scores reflect a temporary lack of wellbeing.

Effects of Pressure			
	<< Less Wellbeing		More Wellbeing >>
Physical Symptoms			63
Energy Level			33

Key: ||||| worse than average ||||| normal range ||||| better than average

Physical Symptoms - Your Results:

You report about the same level of physical wellbeing as most people. You may have occasional physical signs of anxiety but these do not appear to be a major problem.

Energy Level - Your Results:

Your energy level is lower than that of other people. This tiredness or lack of vitality is probably having an impact on your physical health, you may find yourself feeling tired or worn out on a regular basis. If you have felt this way for some time then you should think about ways of boosting your energy level, for example look at your diet, sleeping patterns and exercise regime.

Sources of Pressure

Almost anything can be a source of pressure and too much pressure can have harmful effects. In the previous section - 'The Effects of Stress' - we looked at your questionnaire results to see whether you were showing any negative or positive effects of pressure. Your analysis shows that there are some indicators of occupational stress and it may be helpful for you to identify specific sources of pressure that you can reduce or remove.

In this section we look at 8 of the most common work-related 'Sources of Pressure' and we compare your scores with the average scores of a cross-section of the working population. We discuss your results under the 3 following categories:

- Your Work - workload, relationships, recognition and organisational climate
- Personal and Managerial Responsibility
- The Balance between Home and Work, and Daily Workplace Hassles

Your Work - workload, relationships, recognition and organisational climate

The pressure you experience from your workload may arise from either the volume of work you are required to do or the difficulty of the work.

Relationships at work can also be a major source of pressure for some people. This pressure can come from bosses, subordinates, colleagues or even customers or suppliers.

Recognition is also very important. Most people feel the need to be valued, to have their achievements recognised and to have the opportunity for growth and development. Failure to be recognised can be a major source of pressure at work.

The final source of pressure we look at under the 'your work' section is pressure from the organisational climate -

the 'feel' of your place of work. This environment can have a direct influence on an individual's wellbeing.

Sources of Pressure		
	<< Less Pressure	More Pressure >>
Workload		40
Relationships		91
Recognition		76
Organisational Climate		13

Key: ||||| worse than average ||||| normal range ||||| better than average

Workload - Your Results:
 You report similar levels of pressure from your workload as the average person. This suggests that you are under some pressure from your workload but this is not excessive. Please note that this scale measures your perception of how demanding your work is. It is not a measure of how much work you actually have to do and it is common for effective people with high work loads to score low on this scale.

Relationships - Your Results:
 Your score shows that relationships with people at work are a major source of pressure for you. You are reporting higher scores on this scale than most other people. This pressure may be the result of your relationships with a number of people or with one particular person. It may even represent pressure from the way the organisation is managed. The way you replied to some of the questions in this section suggests that you may not be getting the support or guidance you need from one or more of your supervisors or managers or from people above you in the organisation hierarchy.

Recognition - Your Results:
 The chart shows that lack of recognition, career progression or development is a source of pressure for you. Your higher than average score shows that you feel more pressure on this issue than other people. You may feel that you lack opportunities to develop your career and possibly feel undervalued.

Organisational Climate - Your Results:
 Your results show that the climate of your organisation is not a source of pressure for you.

Personal and Managerial Responsibility

Responsibility can also be a source of pressure for many people. In preparing your profile we have looked at responsibility from both the personal and managerial sides.

Sources of Pressure		
	<< Less Pressure	More Pressure >>
Personal Responsibility		19
Managerial Role		8

Key: ||||| worse than average ||||| normal range ||||| better than average

Personal Responsibility - Your Results:
 On a personal level, taking personal responsibility for your actions, decision making and managing important situations causes you less pressure than for most other people.

Managerial Role - Your Results:
 On a managerial level, supervising or being responsible for other people does not seem to be a source of pressure for you.

The Home/Work Balance and Daily Hassles at Work

This profile is mainly concerned with pressure at work, but home life does have an impact on work and similarly, work has an impact on home life. The PMI measures how you cope with the relationship between home and work - the home/work balance - this can have a major influence on the levels of stress you experience.

Finally in the Sources of Pressure section, we take a look at those day to day workplace irritants and aggravations which often seem minor or trivial but can, for many people, be a major source of pressure.

Sources of Pressure			
	<< Less Pressure		More Pressure >>
Home/Work Balance			31
Daily Hassles			4

Key: ||||| worse than average ||||| normal range ||||| better than average

Home/Work Balance - Your Results:
 In your case, managing the balance between home and work does not seem to be a source of pressure. There are times when the demands of work affect your home life and vice versa but, compared with most people, this is not a problem for you.

Daily Hassles - Your Results:
 Your chart shows that daily workplace hassles are not a source of pressure for you.

Individual Differences

We know from experience that people can react in different ways to the same situation. This is because we are all individuals and have different personalities and behaviours. We react to pressure in different ways. For example, some people see problems as a challenge or an opportunity; others see them as an obstacle they have to struggle to overcome. Most of us are somewhere in the middle.

Our reactions to pressure at work (the 'Effects' we looked at earlier) depend not only on the Sources of Pressure that we have experienced in the recent past and that are still having an effect on us, but also on our Individual Differences.

This section looks at Individual Differences. The PMI measures 3 common aspects of behaviour:



- Drive and Patience/Impatience
- Control and Personal Influence
- Coping and Support

Drive and Impatience

People's behaviour varies across the scale from that which is rushed, hard driven, competitive and time-directed to that which is more relaxed, patient, less competitive and less hurried. The amount of drive that you have, and your level of impatience, has a direct bearing on how you react to pressure.

'Drive' is a measure of the need to achieve, seek career progression or take immediate action. It is usually seen as a positive aspect of behaviour but it can also have a negative side if it leads to irritability, frustration and inability to complete tasks.

'Impatience' on the chart measures how you feel when things don't happen as quickly as you like.

Individual Differences			
	<< Less Drive		More Drive >>
Drive			98
	<< More Patience		More Impatience >>
Impatience			89

Key:  worse than average  normal range  better than average

Drive - Your Results:
 Your 'drive' score is much higher than that of other people suggesting that you are much more competitive and achievement oriented than most people.



Impatience - Your Results:
 You report much higher levels of impatience than most people which suggests that you find it very difficult to adjust to those people who have a slower pace of life.




Summary::
 Overall your levels of drive and impatience are higher than average suggesting that you may have a tendency to amplify the pressures you face. This in turn means that your pressures are more likely to produce stress. You may find that you place too much emphasis on urgency, and in some cases, may find it difficult to deal with people who are more relaxed and laid back than you.

Control and Personal Influence

The need to control and influence events around us is very important for some people and plays a significant role in the management of pressure. The chart looks at 2 aspects of control and influence.

- Control - shows the extent to which you feel able to influence events in your life
- Personal Influence - is specifically about the amount of discretion or freedom you have in your job.

Individual Differences			
	<< Less Influence		More Influence >>
Control			82
Personal Influence			34

Key:  worse than average  normal range  better than average

Control - Your Results:

In your case you feel that people generally do have direct control over events and can improve their situation. If you also feel this way about yourself, then your ability to influence events will help you to manage pressure better than most people.

Personal Influence - Your Results:




You report having little freedom in how you manage your work and choosing what to do and when to do it. Many people find this very frustrating and it can be a major factor in producing stress.




Coping and Support

People have many different ways of coping with pressure, we call these 'coping strategies'. Coping strategies are the things that you can do to manage pressure yourself. For example, making the best use of your time, or discussing your problems with other people. Many researchers believe that the broader and more varied a person's coping strategies are, the better an individual is able to cope with pressure.

In your Personal Profile we look at 3 areas:

- Problem Focus - which measures how good you are at dealing with problems by using time management, forward planning or by being more task oriented.
- Life/Work Balance - which measures how good you are at separating home from work, finding time to relax and not letting work pressures affect the rest of your life.
- Social Support - which is about sharing your concerns with other people, either friends or members of your family, or having a life outside work that can compensate for the pressures of the workplace, for example using leisure activities or hobbies. In the PMI questionnaire we specifically look at 'talking to people'.

Your Coping Style			
	<< Less Coping		More Coping >>
Problem Focus			73
Life/Work Balance			6
Social Support			77

Key:  worse than average  normal range  better than average

Problem Focus - Your Results:

The chart shows that you are able to focus on specific issues and prioritise and use this technique as a way of coping with pressure. Your score on this scale is above average, suggesting that you are good at taking a constructive, objective approach to problems. This approach is a good way of dealing with pressure.

Life/Work Balance - Your Results:

Your score shows that you find it hard to separate home from work, you find it hard to relax and you often let things get to you more than they should.

Social Support - Your Results:

You appear to make more use of the social support of family, friends or colleagues as a way of managing pressure than most other people. This means that you find it helpful to discuss problems or events with others.

Overall Summary

The final part of this report gives an overall summary of your Personal Profile. It is set out in 4 sections.

- Overall Summary. The chart in this section highlights the strong and weak points of your Personal Profile. It is based on the diagram on page 2 and shows how your Sources of Pressure and your Individual Differences act together to produce the Effects of Pressure.
- Improving Your Ability to Cope. This section lists some of the coping mechanisms that the PMI tells us you are not using fully and which could help you in managing your pressure.
- And Finally... This section just reminds you about the limits of this report - we hope the Personal Profile helps you, but it isn't a substitute for professional advice if you feel you need it.
- Your Overall Profile. This section simply puts together all the small charts that we've already looked at on one page, so that you can see them at a glance.

Overall Summary

Sources of Pressure	X	Individual Differences	=	Effects of Pressure
÷ Workload		++ Drive		-- Job Satisfaction
-- Relationships		-- Impatience		-- Organisational Satisfaction
- Recognition		+ Control		÷ Organisational Security
++ Organisational Climate		- Personal Influence		÷ Organisational Commitment
+ Personal Responsibility		+ Problem Focus		-- State of Mind
++ Managerial Role		-- Life/Work Balance		- Resilience
+ Home/Work Balance		+ Social Support		-- Confidence Level
++ Daily Hassles				÷ Physical Symptoms
				- Energy Level

Key: (÷ means average)




- ++ much better than average
- + better than average
- worse than average
- much worse than average




Improving Your Ability to Cope




At different times in our lives many of us find that pressure builds up and becomes difficult to manage. It is at these times that we need to draw heavily on our 'coping strategies' and the more different strategies we have to draw on, the better we can cope. We can all learn to build up our coping strategies so that they are there when we need them.

Your Personal Profile shows that you are currently showing some signs of stress at work and it would certainly help you to use coping mechanisms to improve your ability to manage pressure. Your questionnaire replies show that you could make more use of the following coping strategies:

- Teach yourself to stand back from problems, be less emotional and more objective.
- Learn to relax more - if you find this difficult then join an evening class on relaxation, yoga or meditation, or try one of the many books or tapes on this subject. Relaxation is a very important coping mechanism and most busy people tend to ignore it. Try it for 6 months and see the difference.

	<< More Patience	More Impatience >>	
Impatience			89
	<< Less Influence	More Influence >>	
Control			82
Personal Influence			34

Your Coping Style			
	<< Less Coping	More Coping >>	
Problem Focus			73
Life/Work Balance			6
Social Support			77

Key:  worse than average  normal range  better than average