

# Anxiety

at

# Work



## ANXIETY AT WORK

HOW TO QUANTIFY ANXIETY IN THE WORKPLACE AND  
MEASURE ITS IMPACT ON CULTURE AND PERFORMANCE



# INTRODUCTION

*How do we quantify anxiety in the workplace and measure its impact on culture and performance?*

Anxiety in the workplace is at an all-time high and is rising. There has been a 67% rise in the number of employees who reported they feel anxiety at work over the past two years.

The National Association of Corporate Directors (NACD) reports that 50% of all employees are preparing to leave their current jobs because companies are not addressing employees' needs:

1. Companies are not making employees feel secure in their positions and roles going forward
2. Companies are not attempting to understand how working from home changed family dynamics and employee expectations
3. Senior leaders are not making employees feel like they care about them and feel part of the team

As we will review during this E-Book, a sense of security, understanding, and acceptance are the Dimensions of Anxiety, which implies, according to the NACD, 50% of the workforce is planning on finding a new job in 2021 because companies are not addressing anxiety in the workplace.



# PURPOSE

*The purpose of this E-Book is to summarize how senior leaders and HR professionals can use analytics to measure, monitor, and proactively address anxiety within their organizations.*

By the conclusion of the E-Book, you will have a stronger understanding of how anxiety impacts the workplace and be empowered with the information you need to more effectively retain top talent and ultimately transform anxiety into performance.

During the course of this E-Book, we will review:

- Key metrics
- The implications of anxiety within the workplace
- The Fundamentals of Anxiety leaders need to know
- How to measure anxiety within the workplace
- The Anxiety at Work Metric Dashboard
- How to transform anxiety into performance
- Case Studies (Real-Life Examples)



# KEY METRICS

*Let us start with some key metrics to provide perspective*

***From the Time Magazine Special Edition: Stress – How to Control It, Measure It, and Let It Go***

- 80% of people say they feel stress at work
- 77% of people report feeling stress that affects their physical health
- 73% of people say they have stress that affects their mental health
- 54% of people say stress causes them to fight with those close to them
- 48% of people say they have trouble sleeping due to stress
- 46% of people say they eat too much or unhealthily because of stress

***From the NY Times Best Selling Book: Anxiety At Work by Adrian Gostick & Chester Elton with Anthony Gostick***

- 90% of employees judge it would be a bad idea to confide their anxiety with their bosses
- 86% of top performers report feeling anxious in the workplace
- 75% of employees in their 20s and 30s report leaving a job for mental health reasons
- 67% increase in the reporting of anxiety-related symptoms by employees over the past two years
- \$300 Billion is the annual cost to employers in stress-related health-care and missed work



# IMPLICATIONS

*So, what do the metrics tell us?*

Organizations that do not actively manage anxiety within their workplace are at great risk to lose their top talent, struggle to attract top talent, and won't be as competitive in the marketplace.

AND

According to the opinions found within literature posted by NACD, SHRM, ATD, and other workplace-oriented associations, senior leaders and HR professionals are starting to be held accountable for addressing anxiety in the workplace.

SO

What is the Good News?

*Anxiety in the workplace can be managed and transformed into performance when you know how.*



# THE GOOD NEWS

*Anxiety in the workplace can be managed and transformed into performance when you know how.*

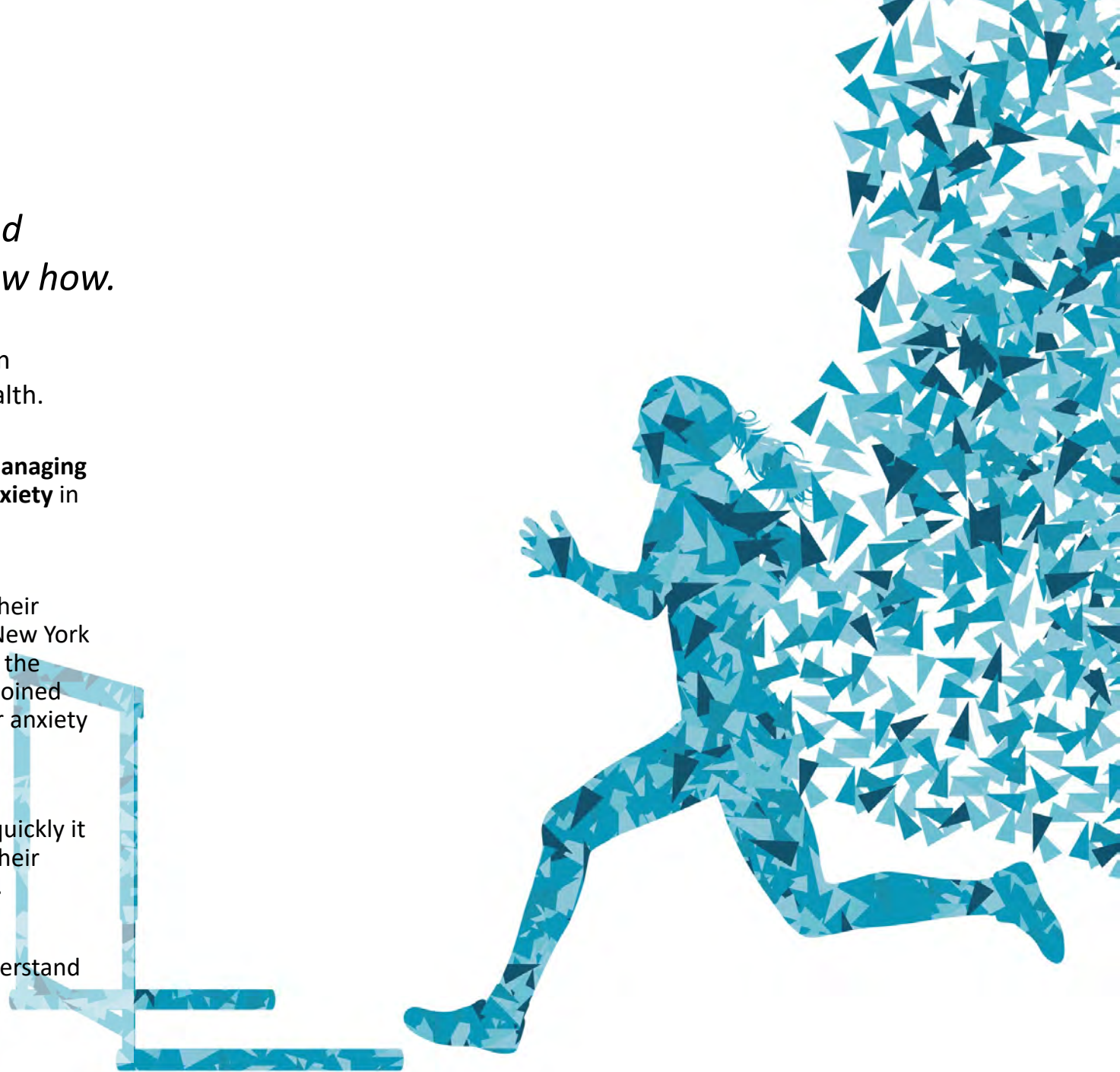
One study by PricewaterhouseCoopers reports a 230% return on investment for each dollar they invest in employees' mental health.

The question for senior leaders and HR professional is no longer **if managing anxiety** in the workplace should be a priority but **how to manage anxiety** in the workplace.

To help senior leaders and HR professionals manage anxiety within their organizations, Adrian Gostick and Chester Elton, the authors of the New York Times best selling book, *Anxiety at Work*, along with the founders of the performance analytics and research center, The Culture Think Tank, joined forces to develop a metrics-based approach to measure and monitor anxiety within the workplace.

What we find so exciting about our metrics-based approach is how quickly it enables senior leaders and HR professionals to address the anxiety their employees are feeling and transform their anxiety into performance.

Before reviewing how to measure anxiety, it is important to first understand the Fundamentals of Anxiety.



# FUNDAMENTALS OF ANXIETY

*The question is no longer if managing anxiety in the workplace should be a priority but how to manage anxiety in the workplace.*

There are many misconceptions when it comes to anxiety and how anxiety impacts an organization's workforce and their ability to perform. Many senior leaders and HR professionals are uncomfortable addressing or discussing anxiety because of the misconceptions. However, managing anxiety in the workplace is not difficult nor confusing once you understand the fundamentals of anxiety and why anxiety is a catalyst for performance.

The Seven Fundamentals of Anxiety:

1. The difference between Anxiety & Stress
2. The nature of anxiety
3. The makeup of a high performing team
4. The importance and misconception of Empathy
5. Why caring matters
6. The process of managing anxiety never ends
7. The dynamics of anxiety in the workplace





# FUNDAMENTALS OF ANXIETY

## *#1 - The difference between Anxiety & Stress*

So, what is the difference between Anxiety and Stress?

Anxiety and stress are often used interchangeably. There is a difference. The Time Magazine Special Edition: Stress – How to Control It, Understand It, and Let It Go defines stress based on the work of Dr. Hans Selye, who is considered the “Father of Stress Research”. Much of Dr. Selye’s research we would consider anxiety today.

Dr. Hans Selye published his first research on the General Adaptation Syndrome, which he later defined as stress, in 1936. He defined the General Adaptation Syndrome as a process that begins with an initial response (often alarm or shock) that extends through the duration of the circumstance and includes the secretions of certain hormones and the physical consequence thereof. His research is the foundation of modern-day psychology.

Today, stress is defined as a biological reaction when changes occur, to which the body responds physically, mentally, or emotionally. Anxiety involves the body and the mind and can be serious enough to qualify as a mental disorder when allowed to become chronic.

The fundamental difference between stress and anxiety is stress is typically short lived and event-based where anxiety is a sustained sense of stress, fear, or worry that can interfere with life when left unaddressed.



# FUNDAMENTALS OF ANXIETY

## *#2 - The nature of anxiety*

It is important to understand something about anxiety. It is omnipresent. Anxiety cannot be eliminated. It can only be managed; and that is a good thing.

Why?

Because 86% of top performers have a natural degree of anxiety, which is what makes them top performers. Dr. Hans Selye, who is considered the “Father of Stress Research”, noted there is a positive side to stress, which he called “eustress”. Eustress is what makes championship teams and top performers great. A certain amount of eustress or positive pressure is needed to achieve top performance. When focused on the positive, stress:

- Enhances motivation (It’s that chip on the shoulder that pushes people to greatness)
- Builds resilience and encourages growth
- Promotes belonging among peers
- Is part of a meaningful life (It is the challenge that creates the moments of accomplishment and feeling of self-worth)

As leaders, we need to recognize and appreciate that a certain degree of anxiety is essential for driving performance. The goal for leaders is not to eliminate anxiety but rather manage the degree of anxiety a workforce feels.



# FUNDAMENTALS OF ANXIETY

## *#3 - The makeup of a high performing team*

So, what does all this mean for leaders?

It means leaders need to focus on three key realities of anxiety and performance:

1. 86% of top performers feel anxious
2. A certain degree of anxiety is beneficial and drives performance
3. Left unchecked, anxiety can interfere with life and lead to mental disorders

And

It means leaders who want to manage a top performing team:

1. Are going to manage a team that lives in a constant state of anxiety
2. Will need to actively manage the level of anxiety their employees feel and
3. Will need to prevent the anxious nature of their top performers, that makes them top performers, from turning into chronic anxiety that burns them out

At PricewaterhouseCoppers Consulting, they referred to it as managing the burn. To achieve ever-aggressive project objectives and timelines, you have to rely on your top performers; and it is ok to let them singe just don't let them burn. When they burn, they are gone. It is all too easy to ride your superstars into the ground.

This is why there is such a focus on EMPATHY.



A man in a dark suit stands with his back to the camera, hands on his hips, looking up at a large, glowing, multi-level staircase structure that recedes into the distance. The scene is dimly lit, with the primary light source being the glowing steps, creating a sense of aspiration and challenge.

# FUNDAMENTALS OF ANXIETY

## *#4 - The Importance and misconception of Empathy*

Empathy is a form of caring that is needed to manage top performers and keep their anxiety balanced. This is why we believe empathy in the workplace is totally misunderstood. The benefit of empathy has been disconnected from performance.

Leaders often approach empathy as if they are pandering to a weakness that is needed because people are soft. Empathy may feel like a hug to the recipient, but empathy is not a hug. Empathy is the ability to understand and share the feelings of another. This is a critical skill for effective leadership. This misconception of empathy being something simply soft makes many leaders feel uncomfortable and disregard the concept altogether.

However, empathy is not about hugs. It never has been. Empathy is about managing the burn. It is about demonstrating you care, as a leader, by listening to what your top performers need to keep the pace and keep performing at a high level.

This is what “player coaches” do so well in professional sports and why empathic leaders win. They are managing the anxiety within their top performers that make them great. Empathetic leaders are actively keeping their top performers performing without burning out.

To address anxiety in the workplace and transform anxiety into performance, leaders need to demonstrate empathy. It is actually quite easy to do. All it takes is to ask, “How do you feel, and what do you need?”; actively listen to what they say, and then act upon it. Transforming anxiety into performance starts with caring enough to ask the question.

# FUNDAMENTALS OF ANXIETY

## *#5 - Why caring matters*

Caring matters because it lets leaders actively manage the anxiety within their workforce. By asking the question, “How do you feel, and what do you need?”, leaders can quickly identify which Dimensions of Anxiety they need to focus on to maintain performance and avoid burnout or the development of chronic anxiety within the workplace.

There are three Dimensions of Anxiety:

- **Security** is the sense of confidence employees have in their position within the workplace and their ability to accomplish their assigned responsibilities
- **Understanding** is the sense of confidence employees have in knowing what is going on within the organization and how their duties support the organization
- **Acceptance** is the sense of belonging employees have within the organization

Understanding and addressing anxiety in the workplace is not complicated nor difficult to manage.

All it takes is a little bit of caring.



A person in a dark suit stands with their back to the camera, looking towards a bright, glowing doorway or opening in a large, modern interior space. The room features a wide staircase with dark steps and light-colored walls. The lighting is dramatic, with the bright area creating a strong contrast with the darker surroundings.

# FUNDAMENTALS OF ANXIETY

## *#6 - The process of managing anxiety never ends*

Although understanding and addressing anxiety in the workplace only takes a little bit of caring, it is a process that never ends. In many ways, managing anxiety in the workplace is like a relationship between two loved ones. Demonstrating you care is something you do all the time.

How many successful marriages can you think of where the couple does not say “I love you” at least once a day?

Managing anxiety is no different. It is not something leaders need to actively address everyday; but it is something they need to address frequently.

Asking employees “how do you feel and what do you need?” once a year during the annual employee engagement survey is not a means to actively manage anxiety in the workplace.

To transform anxiety into performance, leaders need to check-in with their people informally at least once a week and formally at least every other month. During the course of the E-Book, we will show you how it takes leaders only five minutes of effort to check-in and measure anxiety within an organization every other month.



# FUNDAMENTALS OF ANXIETY

## *#7 - The dynamics of anxiety in the workplace*

**90% of employees judge it would be a bad idea to confide their anxiety with their bosses**

This is the unfortunate reality of today: very few employees feel comfortable talking about anxiety in the workplace. People are afraid because there is a stigma around anxiety and mental health.

Some of the stigma is related to the taboo of discussing mental health at work; and some of the stigma is related to the misconception of what empathy really means. In our opinion, we think most of the stigma is not a stigma at all but stems from a general discomfort many leaders have in addressing and sharing feelings in the workplace.

*“There’s No Crying in Baseball.”*

Tom Hanks, *A League of Their Own*

This iconic lines summarizes it all; and it is for this reason our collaboration with Adrian Gostick and Chester Elton to develop a means to measure anxiety at work began with a focus of overcoming the fear of talking about feelings in the workplace.

We accomplished this goal with one simple question and some analytics.

# HOW TO MEASURE ANXIETY

*We began our collaboration with Adrian Gostick and Chester Elton with the end in mind.*

When we approached the challenge to develop a means to measure anxiety in the workplace, our end-goal or vision was to develop a dashboard that made it easy for senior leaders and HR professionals to immediately see and understand how anxiety was impacting their organization.

We envisioned two simple charts:

- **Anxiety Concentration:** A chart that depicts how concentrated the degree of anxiety is among members of the workforce who are feeling some form of anxiety. We thought of anxiety concentration as a way to measure how "toxic" the level of anxiety is during a specific period.
- **Anxiety Rating:** A chart that provides context for how the level of anxiety is impacting the whole of the organization. For example, if the anxiety concentration is high but only 1 person in 100 feels anxious, the level of anxiety across the whole of the organization would be low.

We felt it was important to provide both the Anxiety Concentration and the Anxiety Rating metrics because 86% of top performers feel anxious and some degree of anxiety is necessary to stimulate performance. This means there is always some degree of anxiety in the workplace. By measuring the concentration and rating, senior leaders and HR professionals are provided the metrics they need to manage anxiety in the workplace and drive performance.



# HOW TO MEASURE ANXIETY

*The question became how to ask the questions we needed to measure anxiety in the workplace.*

With a vision for how we wanted to visualize the key metrics to measure anxiety in the workplace, the next question became, “What questions do we ask?”. We needed to develop an approach for quickly and easily collecting feedback from a workforce to calculate anxiety metrics. We began by looking at a few examples.

Psychologist Sheldon Cohen developed the Perceived Stress Scale in 1983. It is generally considered the “first” quick and simple way to measure how an individual is feeling at a specific point in time.

Although a simple application, the model requires individuals to fill out 10 questions to generate 1 metric, which in today’s busy workplace is not convenient. In addition, the Perceived Stress Scale does not address what to do next or what actions a leader should take to address and improve the situation.

This is a common challenge most anxiety or stress-related surveys we researched face: *actionable meaning*.

**What do the numbers mean and what actions should you take to make a positive difference?**





# HOW TO MEASURE ANXIETY

*Asking questions is easy but quantifying the results into something meaningful was also a challenge.*

Another example of questions we found was in a recent post, *Trust, Employees, and Success Are Inextricably Linked*, by Mandy Wright of NACD (National Association of Corporate Directors). In her post, she lists 7 recommended questions a board should be asking their management team.

Although insightful questions directed at understanding the feelings of the workplace, the questions face the same challenge: *actionable meaning*.

## How do you quantify the results and what actions should you take to make a positive difference?

Working with Adrian Gostick and Chester Elton, we quickly realized we needed a simple way to collect the feedback from employees and translate the information into actionable steps that aligned to the proven strategies and best practices found within Anxiety at Work.

As we mentioned earlier, we accomplished this goal with one simple question and some analytics.

The image is a screenshot of a blog post from NACD BoardTalk. The header includes the NACD logo and the text 'BoardTalk The Official Blog of NACD'. The main title of the post is 'Trust, Employees, and Success Are Inextricably Linked'. The author is Mandy Wright. The post content includes several questions for boards to ask their management teams, such as 'How much are company leaders communicating?' and 'What is the messaging about what post-COVID work looks like?'. The screenshot also shows social media sharing icons for Facebook, Twitter, LinkedIn, and Email on the right side.

**NACD BoardTalk**  
The Official Blog of NACD

## Trust, Employees, and Success Are Inextricably Linked

By Mandy Wright

What should you be doing as a board member? There are several actions. Ask your management team,

- How much are company leaders communicating?
- How often are they communicating?
- How open and how transparent are they being?
- What is the messaging about what post-COVID work looks like? Your people are watching these actions to determine if they trust management.
- What (are) they... doing to identify top performers and flight risks?
- You've probably heard about exit interviews, but do you have "stay" conversations?
- Are you reaching out to those top performers and saying, "I see you, I appreciate you, and I know you are important to this organization"?

What is trust, and how has it changed in recent years?

Richard Edelman: We define trust in a very simple way, which falls into four buckets: ability, which means the company can deliver good products, for example; dependability, which means they do it all the time; integrity, which means that the company has certain core principles; and purpose. What's happened since the 2008 recession is [that Edelman Trust Barometer survey respondents] moved from focusing 75 percent on ability, to how they perceived trust, to only 75 percent on ability. So now, 75 percent is about dependability, integrity, and purpose.

# HOW TO MEASURE ANXIETY

*Our one simple question.*

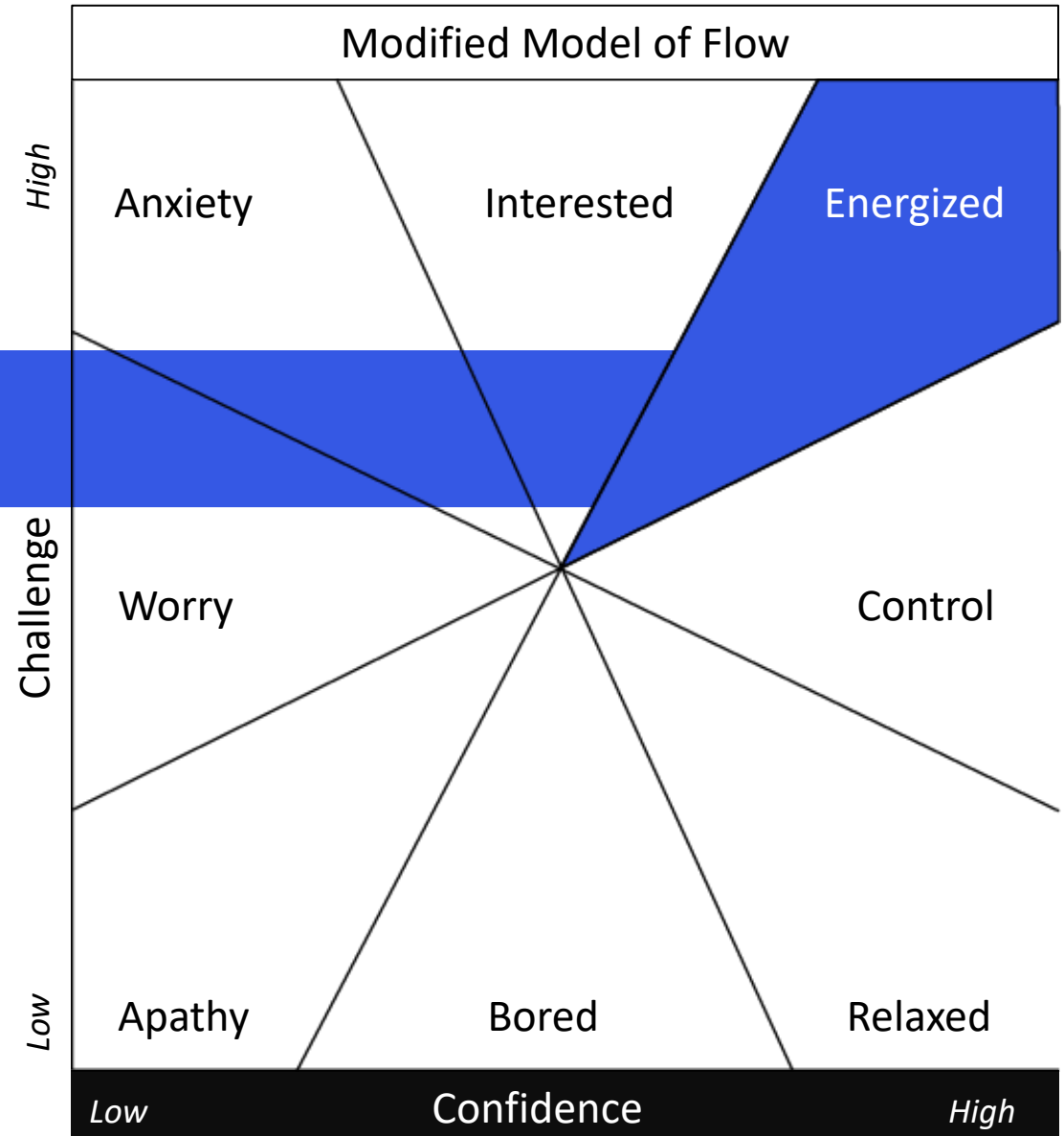
We developed our model to measure anxiety by leveraging the Modified Model of Flow. We developed the Modified Model of Flow to measure well-being in the workplace. The Modified Model of Flow enables us to quantify how members of a workforce feel and translate the results into a metric that measures the well-being of an organization's workforce.

If you would like to learn more about how we quantify well-being in the workplace and derive the Well-Being Index, [click here to download our E-Book - Analytics of Well-Being: How Well-Being Impacts Culture & Performance.](#)

Our model is based on the premise that humans express their general sense of well-being easiest through feelings. Most physicians begin an annual exam by asking their patients how they are feeling. How the patient responds determines how the physician progresses through the annual exam. Well-being is no different. By asking members of a workforce,

***“From a work and life perspective, how are you feeling right now in ONE word?”***

The Modified Model of Flow can translate each feeling into a numeric value and quantify the overall Well-Being Index for an organization. By focusing on a subset of data related to the Dimensions of Anxiety, the model can be adapted to generate Anxiety Concentration and Anxiety Rating metrics.



# HOW TO MEASURE ANXIETY

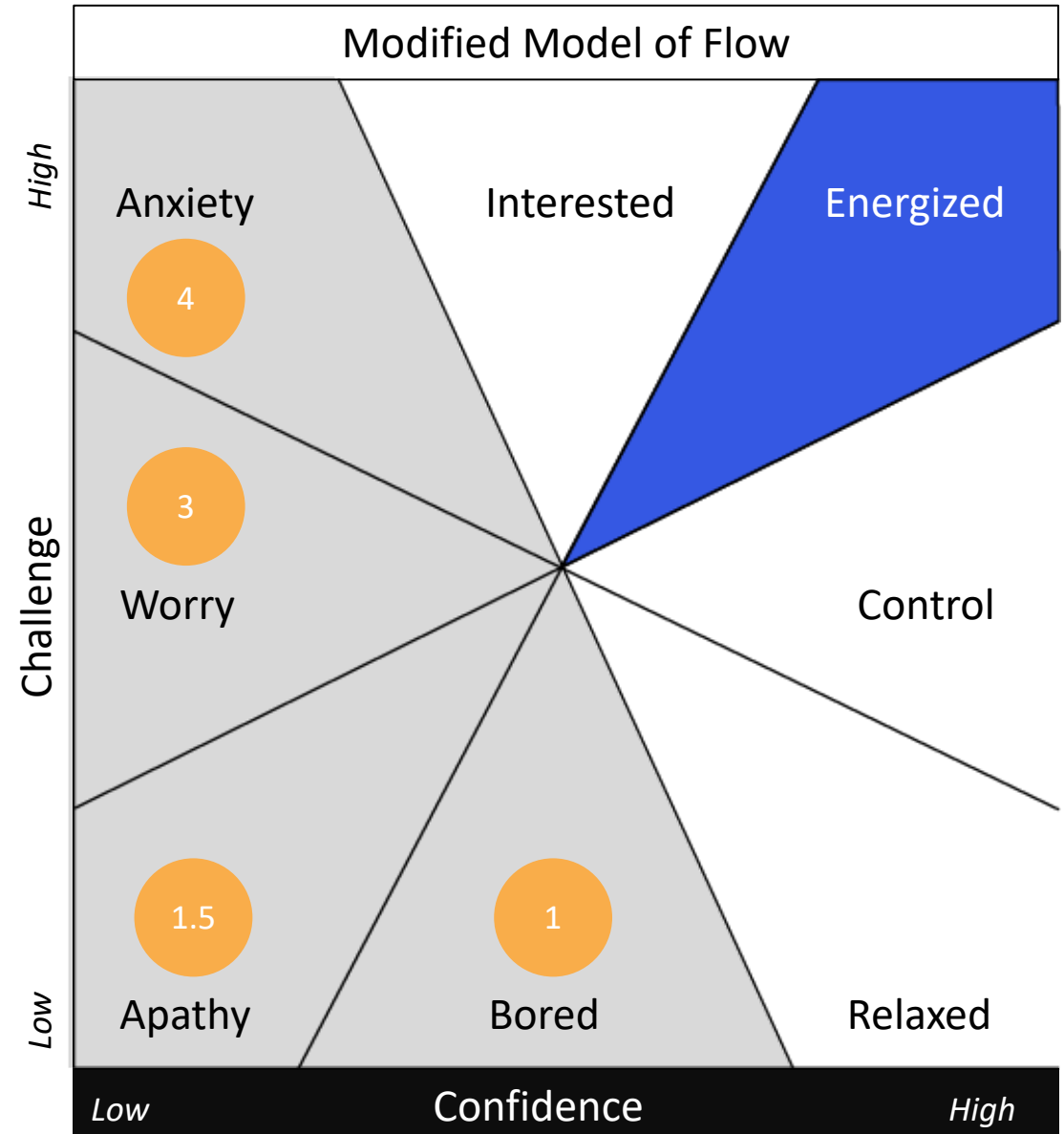
*Our analytic model.*

***“From a work and life perspective, how are you feeling right now in ONE word?”***

The Modified Model of Flow calculates well-being within the workplace by mapping an employee’s expression of a feeling to one of the eight States of Well-Being: Energized, Control, Relaxed, Bored, Apathy, Worry, Anxiety, or Interested. The analytics supporting the Modified Model of Flow assigns a weight or score to each State of Well-Being. When calculated for an organization, the aggregated results of all the expressed feelings generates a Well-Being Index score.

As it relates to anxiety in the workplace, four of the States of Well-Being, Bored, Apathy, Worry, and Anxiety, can be mapped to at least one of the Dimensions of Anxiety defined within Anxiety at Work.

By mapping the Dimensions of Anxiety to a State of Well-Being, we can isolate the feelings directly related to anxiety in the workplace and apply a relative score directly related to anxiety. The relative scores fall on a range from 1 to 4. If no one within the workplace reports a negative feeling, the possible range of scores falls between 0 to 4.



# HOW TO MEASURE ANXIETY

*Validating our model and approach. How does our model compare?*

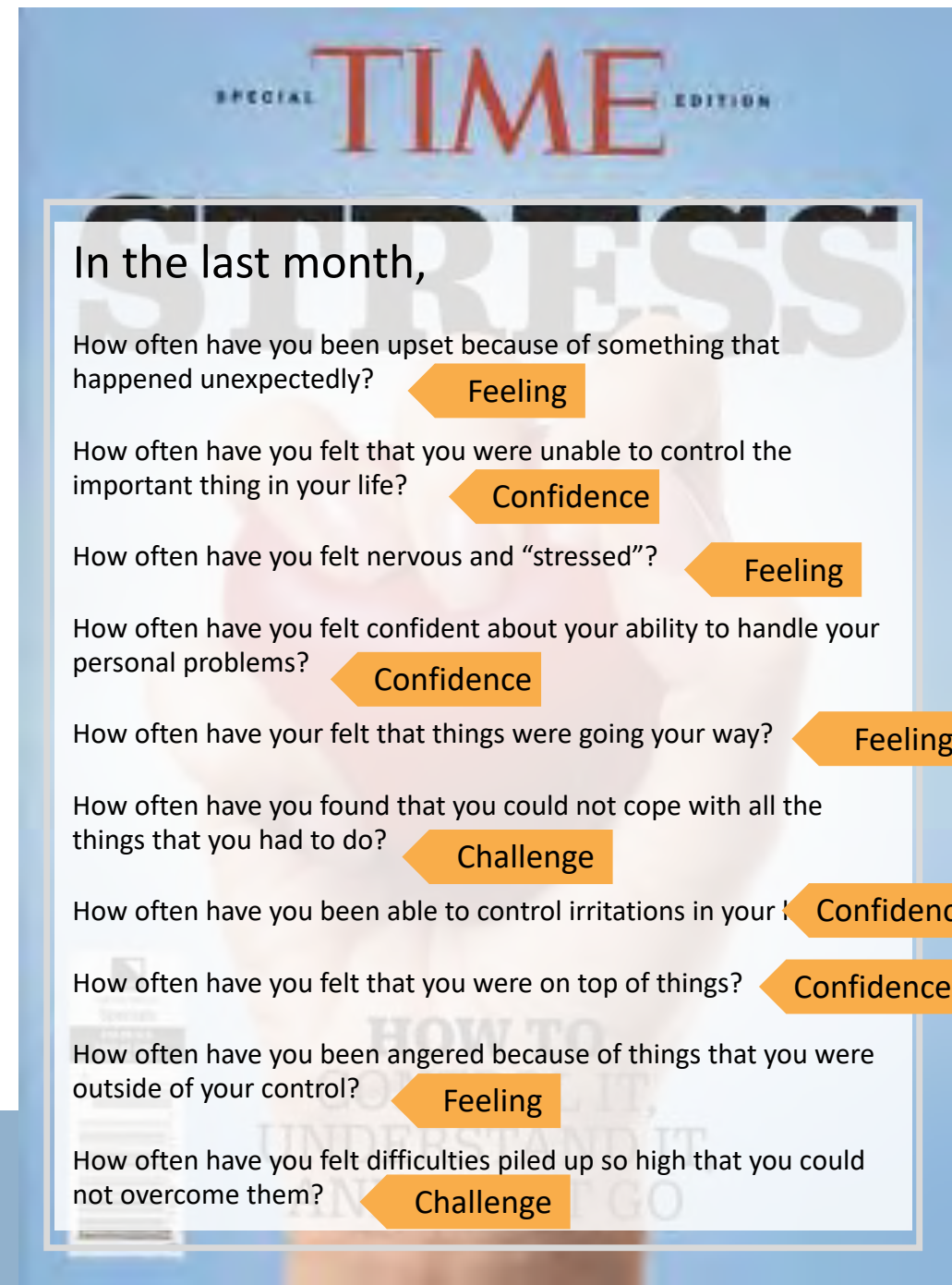
The foundation of our Modified Model of Flow is Mihaly Csikszentmihalyi's Model of Flow. Mihaly's Model of Flow was first published in 1990. His model was developed as a means to determine an individual's happiness, which Mihaly determined to be a function of Challenge and Skill. We modified Mihaly's model by replacing Skill, which is difficult to measure and quantify, to Sense of Confidence in one's skills, which is easier to measure and a universal measurement across all organizations. We then applied our research to determine the relative weight for each State of Well-Being.

In summary, our Modified Model of Flow, used to derive anxiety in the workplace, isolates negative feelings associated with anxiety and applies a relative weight based on the degree of challenge and confidence.

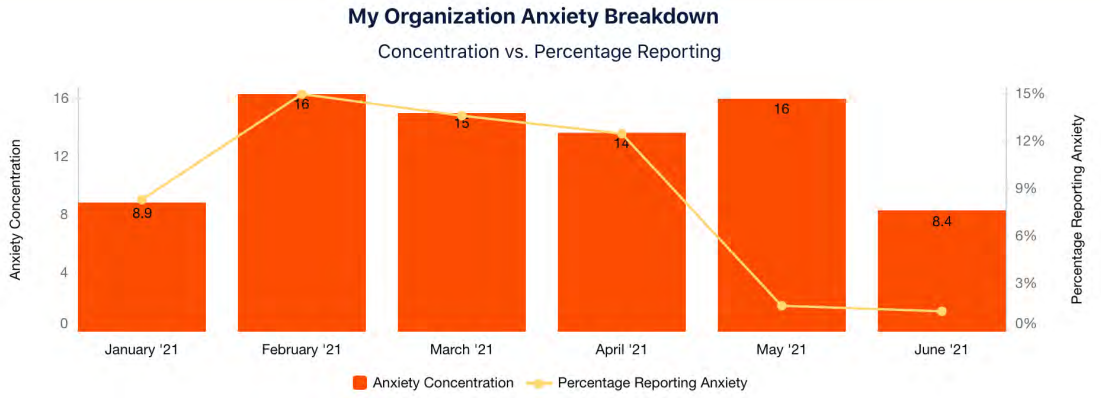
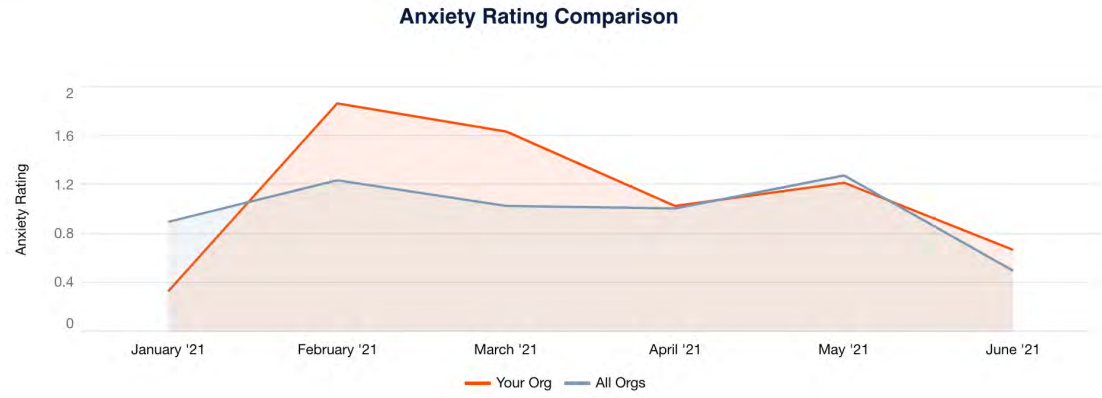
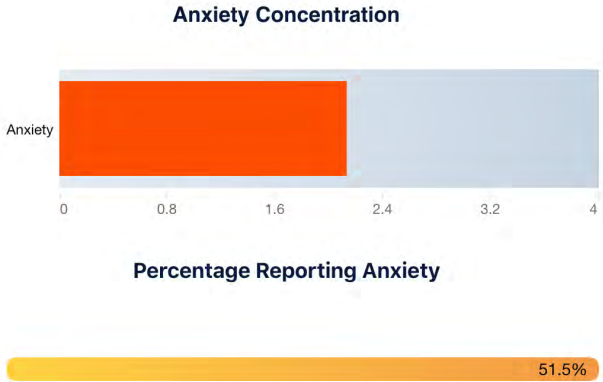
When you review the Perceived Stress Scale found in Time Magazine on page 47, each of the 10 questions can be defined as attempting to measure Feeling, Confidence, or Challenge, which directly aligns with our model.

## KEY POINT:

***With one question, our model can measure anxiety in the workplace for any organization in less than a minute and monitor progress overtime.***



# ANXIETY AT WORK METRIC DASHBOARD



# METRIC DASHBOARD

## Anxiety Concentration & Significance

The Anxiety at Work Metric Dashboard provides four metrics, includes two sets of trends, and comparative metrics.

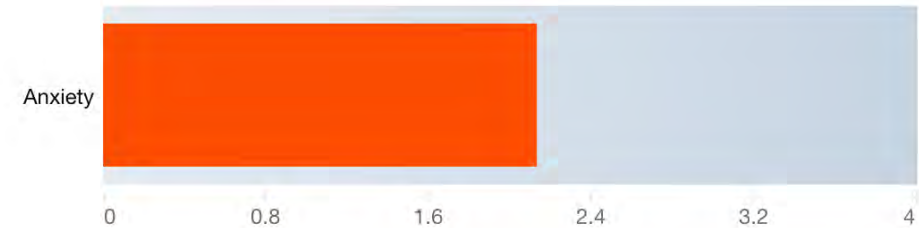
The two metrics most important to an organization is the Anxiety Concentration and Percentage Reporting Anxiety bar charts. Combined, these two charts provide senior leaders and HR professionals the insiders' view of how significant and prevalent anxiety is within their organization's workforce.

As mentioned earlier, the Anxiety Concentration is the calculated level or degree of anxiety experienced by those who report a negative feeling. Again, the Anxiety Concentration is like a "toxicity" rating for anxiety. The range is from 0 to 4, with 4 being the strongest form where 100% of a workforce is reporting chronic anxiety.

The Percentage Reporting Anxiety depicts the percentage of the workforce that expressed a negative feeling. Combined, the two metrics derive an organization's overall Anxiety Rating.

**Key Point:** When the Anxiety Concentration suddenly increases, it often is a leading indicator that the Percentage Reporting Anxiety is likely to increase. Access to these metrics provides leaders the ability to proactively address anxiety before it spreads.

### Anxiety Concentration

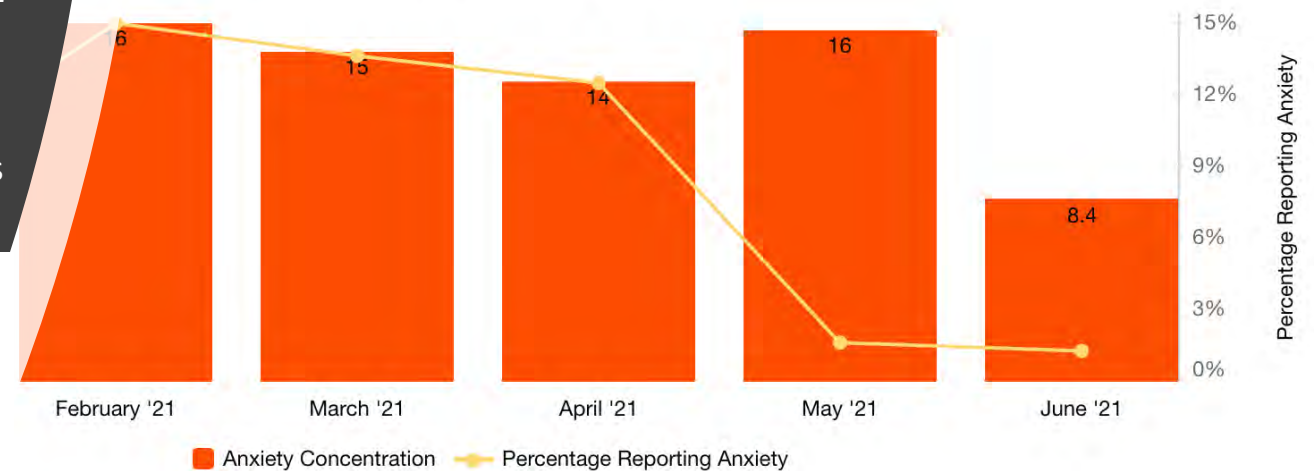


### Percentage Reporting Anxiety



### My Organization Anxiety Breakdown

Concentration vs. Percentage Reporting



## Your Anxiety Rating



## All Orgs Anxiety Rating



# METRIC DASHBOARD

## Anxiety Rating & Comparison Trends

The Anxiety Rating is an indicator that helps senior leaders and HR professionals understand the impact anxiety is having on their workforce. As we reviewed in the Fundamentals of Anxiety, anxiety is omnipresent and the goal for leaders is not to try and eliminate it but manage it.

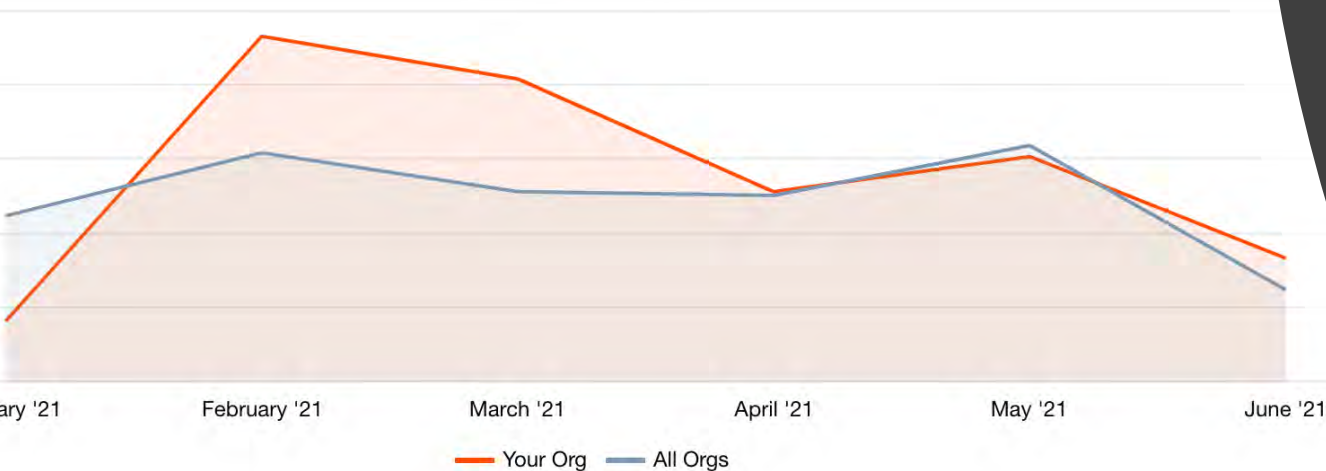
The Anxiety Rating is the metric that provides leaders the ability to know and manage the anxiety level within their workforce. There are four anxiety ratings:

- Minimal: 0 to 0.7
- Managed: 0.7 to 1.22
- Concern: 1.22 to 1.73
- High: 1.73 to 4

An additional strength of the Anxiety Rating is the ability for leaders to compare their Anxiety Rating against the aggregate of all other organizations. Often, leaders find the comparison metrics more powerful than their individual organization's results.

Although important metrics, the metrics do not provide the insights senior leaders and HR professionals need to know what to do or how to react to their anxiety metrics.

## Anxiety Rating Comparison



# TRANSFORMING ANXIETY

*Senior leaders and HR professionals need more than metrics to address anxiety in the workplace.*

Metrics can get you only so far. Knowing what to do with metrics is the key to transforming analytics into performance. This is the strength of *Anxiety at Work*, by Adrian Gostick & Chester Elton with Anthony Gostick.

*Anxiety at Work* is the culmination of years of research by Gostick and Elton. *Anxiety at Work* summarizes the strategies and actionable methods leaders should take that are proven to address and reduce anxiety in the workplace.

In addition to reducing anxiety in the workplace, the strategies and methods will directly impact performance. *Anxiety at Work* is a guide that provides the step-by-step actions senior leaders and HR professionals can take to transform anxiety into performance.

Unfortunately, *Anxiety at Work* is a comprehensive work, and like so many other comprehensive best practices, it leaves identifying the best strategies for each organization to implement up to the leaders within the organization to figure out.

**That was until *Anxiety at Work* was empowered by Performance Analytics.**





# TRANSFORMING ANXIETY

*When best practices meets analytics, you get performance.*

What we found so exciting about our collaboration with Gostick and Elton is the ability to deterministically drive performance accomplished by mapping the outcomes of the anxiety metrics to the strategies and best practices found within Anxiety at Work. Through a data mapping exercise, every strategy and method found within Anxiety at Work is mapped to core variables that derive our Culture Score, Well-Being Index, and Anxiety Rating. With this mapping, we generate a tailored action plan, based on the prioritized needs of the workforce, and list the top leadership priorities and methods with the greatest likelihood to reduce anxiety, improve culture, and drive performance. **Through analytics, leaders can now know what to do to drive performance.**

Development Need



Method Priority



Dimensions of Anxiety



Strategy Breakdown



What should you be doing as a board member? There are several actions. Ask your management team,

How much are company leaders communicating?

How often are they communicating?

How open and how transparent are they being?

What is the messaging about what post-COVID work looks like? Your people are watching these actions to determine if they trust management.

What (are) they... doing to identify top performers and flight risks?

You've probably heard about exit interviews, but do you have "stay" conversations?

Are you reaching out to those top performers and saying, "I see you, I appreciate you, and I know you are important to this organization"?

# TRANSFORMING ANXIETY

*Empowering senior leaders and HR professionals with the information they need to act effectively*

By combining the power of analytics with the culmination of best practices, leaders are empowered with the means to directly engage their workforce and address the critical questions that impact performance.

When you review the recommended questions board directors should be asking of their management teams, provided by NACD, you will notice the questions are related to action and primarily focused on retention. These are recommended questions; but are they the right questions to be asking for your organization?

As reported by NACD, 50% of employees are preparing to leave their organizations as a result of anxiety. These questions assume the primary issue is a lack of communication and transparency, but are these the right questions for your organization?

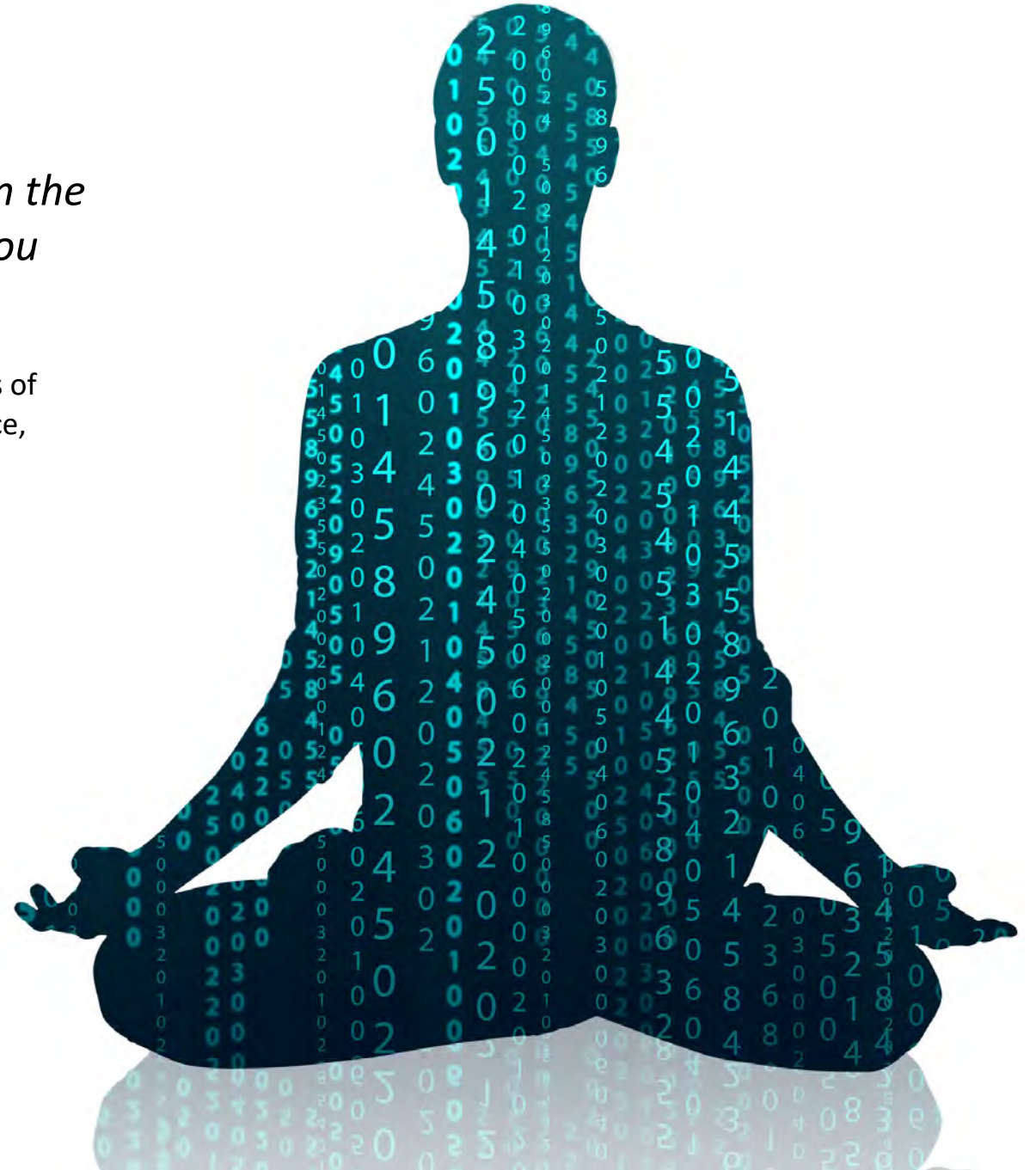
By empowering Anxiety at Work with Performance Analytics, leaders no longer need to guess. They can directly identify what is driving anxiety in their organization, understand its impact, and know what to do.

**Leaders no longer need to guess. They will know what to do and can measure, monitor, and report their progress through analytics.**

# CASE STUDIES

*Addressing and proactively managing anxiety within the workplace is easy when you know what to do and you can measure, monitor, and report your progress.*

The following are three case studies that demonstrate how a few minutes of caring each month can have a dramatic impact on anxiety in the workplace, performance, and retention.



# CASE STUDIES

## #1 - Managing anxiety during a pandemic

### Situation

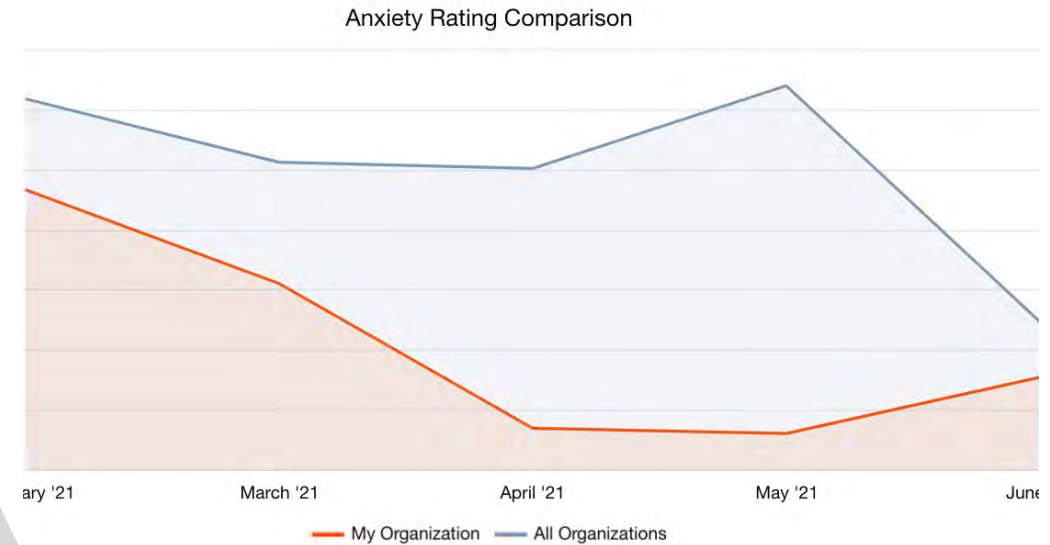
A medical facility was struggling to address the needs of their staff during the pandemic. Staff were being asked to work extended hours and attrition was a concern.

### Results

Over the course of six months, the Executive Director was able to reduce the level of Anxiety by nearly 40% within the healthcare facility and succeed in retaining its healthcare professionals.

### Notable Quote

"I didn't know that was a problem."



# CASE STUDIES

## #2 - Managing burnout

### Situation

A Creative Director was concerned about the reports that his team was burning out and overworked.

### Results

Initial the feedback was correct and 50% of the team was reporting anxiety: the Anxiety Rating was approaching a point of concern. Over the next three months, the creative director was able to reduce the level of anxiety and keep the level of anxiety managed by communicating priorities and better balancing workload.

### Notable Quote

“Now, I know when to worry and when to ignore the complaints.”



# CASE STUDIES

## #3 - Retaining top talent

### Situation

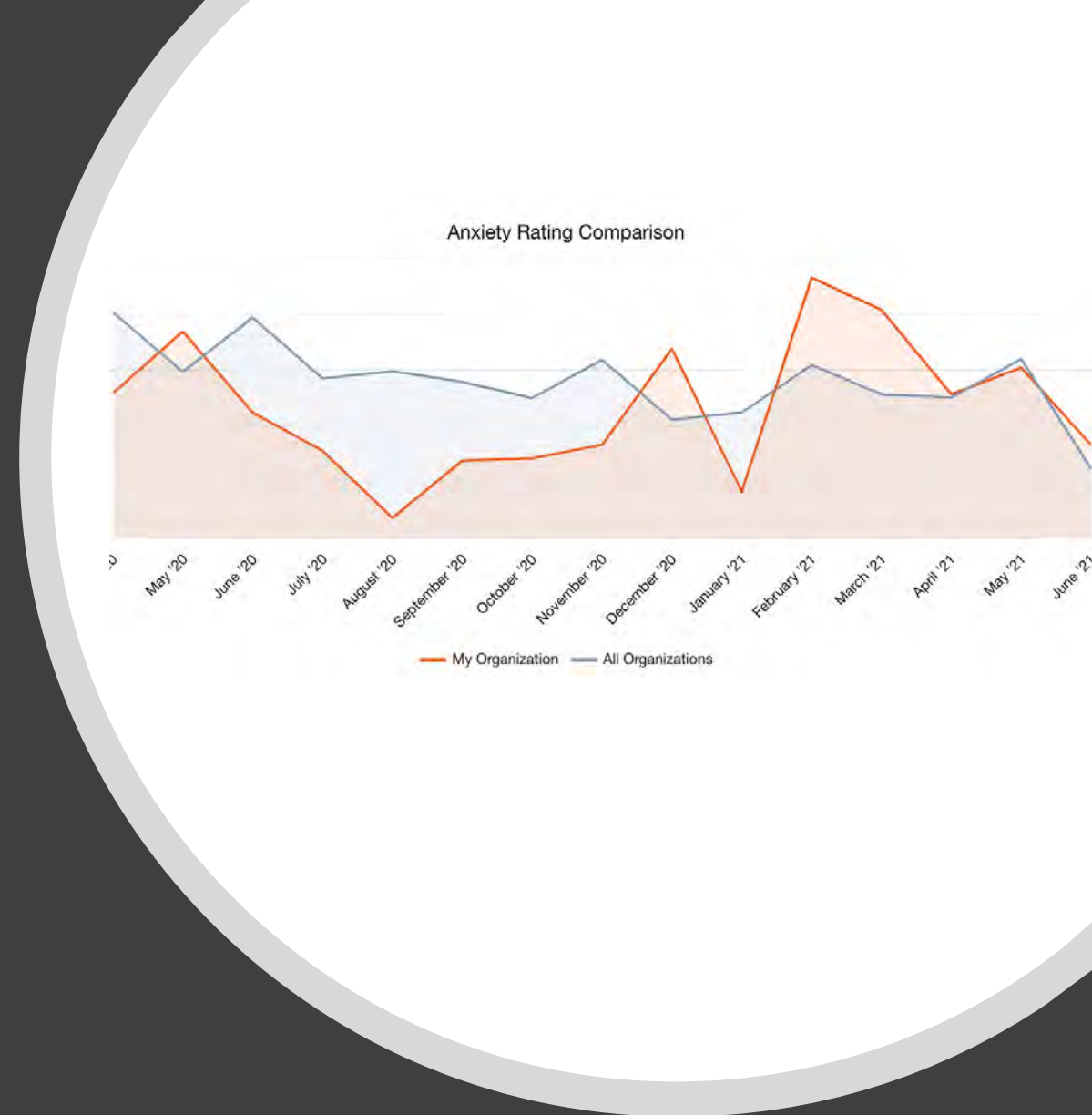
A financial services firm is concerned about losing top talent as the new normal and return to work transition is causing so much turnover and aggressive hiring within the financial services industry.

### Results

Over the course of 12 months, the firm has actively managed the needs of their people based on metrics. Today, when they see anxiety rise, they take immediate action. The partners actively review their workplace metrics as aggressively as they do their operational performance. They treat them as one and the same. The only resources they lost during this period were the resources that negatively impacted their culture and the resources they chose to lose.

### Notable Quote

"Instead of waiting to year-end or some arbitrary date on a calendar, we manage and provide incentives when we know our people need them."



# WRAPPING IT UP

*Metrics make the difference.*

2020 was a challenging year but a great year to monitor culture, well-being, and anxiety in the workplace. After a year of monitoring progress, the **member organizations of The Culture Think Tank improved their overall Culture and Well-Being Index Scores by an average of 28.6% in 90 days.** The improvement exceeded our expectations and reinforced the impact monthly efforts have on Culture, Well-Being, Anxiety, and Performance.

To learn more about The Culture Think Tank and our approach to driving workplace performance, please feel free to download one of our E-Books:



CULTURE TIME: A PRACTICAL GUIDE TO A HIGH PERFORMING COMPANY CULTURE & ENGAGED WORKFORCE



RETURN ON COMPANY CULTURE: A PRACTICAL GUIDE TO STRENGTHENING YOUR COMPANY'S CULTURE IN 90 DAYS



ANALYTICS OF WELL-BEING: HOW WELL-BEING IMPACTS CULTURE & PERFORMANCE



ANXIETY AT WORK: HOW TO TRANSFORM ANXIETY INTO PERFORMANCE THROUGH METRICS

# COLLABORATION

## *About Anxiety at Work by Adrian Gostick & Chester Elton with Anthony Gostick*

A New York Times Best Seller and Financial Times Must Read: *Anxiety at Work* explores the causes of rising workplace stress and anxiety, and the management practices that have proved successful in reducing tension and cultivating greater resilience in teams.

Now powered by Performance Analytics, the authors' vast knowledge, and useful strategies that can make any workplace better are transformed into metrics, visualized through interactive dashboards, and translated into prioritized action plans.



## *About The Culture Think Tank*

The Culture Think Tank's mission is to make the world a better place through Performance Analytics: the collection and transformation of insights into metrics that direct actions and deliver measurable results (ROI) in real-time.

Since we launched in 2015, our focus has been to learn all we can about culture and well-being and to transform our research into metric solutions that drive performance and quantify return.







The Culture Think Tank designs programs and tools executives and senior leaders need to move the needle and drive workplace performance.

The Analytics at Work E-Book was written by  
William Lindstrom, Co-Founder & CEO



To Learn More About The Culture Think Tank  
please visit us at:

<https://www.theculturethinktank.com/>

# Anxiety

at

# Work



## ANXIETY AT WORK

HOW TO QUANTIFY ANXIETY IN THE WORKPLACE AND  
MEASURE ITS IMPACT ON CULTURE AND PERFORMANCE

