



# Manager-Employee Relationships:

Change and stress  
management activity



# Embracing change with conversations about well-being and stress

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Change has been around forever. But now, compared to previous years and eras, we live and work with increased amounts of change, increased rate of change, and increased uncertainty.

This new situation has been defined as **disruptive change**. And its impact on the workplace is much greater than the impact of previous types of change.

## How can you help employees manage disruptive change?

In her Psychology of Change webinar, Dr. Rachel Cubas-Wilkinson, Head of Consultancy in US Professional Services at The Myers-Briggs Company, identifies four factors that impact the human capacity for change. They are:

1. Uncertainty
2. Burnout
3. Well-being challenges
4. Change fatigue

In this short guide, we'll help you get started with burnout (#2) and change fatigue (#4) by addressing an underlying connection between the two: **stress**.

By working on your own stress management plan, you are better able to identify and manage stress, which decreases the chances of burnout. Additionally, by managing stress you increase your capacity for change, and decrease the likelihood of experiencing change fatigue. Lastly, by understanding your own stress triggers and remedies better, you can see how others might be similar or different from you, and then help your employees take the same steps to better manage their own stress.



## Activity: What stresses you?

Whether you know your MBTI® personality type or not, this is a great opportunity for self-reflection.

You can keep the results to yourself or share with others. The goal is to give you some tools and language to make positive changes to your personal and work life.

### Remember

This is not a way to identify your personality type. The MBTI assessment is far more complex and wide-ranging than this exercise. For this reason, when you refer to the resources listed below, it's OK to select from different personality types and ignore stressors that don't resonate with you.

#### 1. [Download and read the Stress Quick Guide](#)

#### 2. Identify the top three things that make you feel stressed at the moment.

Try to focus on how you've felt recently, but also think generally about changes in your life.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_



### 3. What approaches will you use to manage each of these?

Identify an action relating to each of your stressors that might help you to feel less stressed about it.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

### 4. Recognize your stress reactions

Reflect on the signs of stress in [this infographic](#). What have you seen in yourself when you're stressed that's different, or exaggerated? Next, ask others what they've noticed about you when you're stressed.

What I see

\_\_\_\_\_

What others see

\_\_\_\_\_

### 5. What SHOULD you do when you're stressed?

Tip: you'll find some of our experts' suggestions in the "What can you do now?" section of the Quick Guide: Raising awareness about Stress.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

\_\_\_\_\_



## 6. What do you ACTUALLY do when you're stressed?

It's OK to be honest, we all have our survival strategies. Some are healthy—we go for a run. Some more destructive—we over-indulge.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

### What next?

- Get your team involved—the discussions about how you feel and react may surprise you.
- Don't try them all at once! Take it slowly and keep a record of how they make you feel. What works for you and what doesn't?
- Look back on this exercise and resources regularly. It's often hard to spot your stress reactions in the moment, and a week later it could be more obvious to you what happened and how you reacted.
- If reflection starts to make you feel uncomfortable, or your reactions are more extreme than we outline, you could consider looking into additional support.



## Managing change and building resilience in the workplace

Ready for a more valuable and in-depth workshop for your team to help them manage disruptive change or build resilience to better handle stress? Take a look at these expert-led, virtual workshops:

- 1. [MBTI Essentials + Building Resilience Virtual Workshop](#)** - Participants are introduced to the Myers-Briggs® personality framework and learn how they can collaborate with others more effectively by understanding and appreciating personality differences. Then in the Building Resilience add on workshop, participants understand their personal stress triggers and identify strategies for managing stress and building resilience both at work and at home.
- 2. [MBTI Essentials + Managing Change Virtual Workshop](#)** - Introduction to the Myers-Briggs® personality framework, then in the Managing Change add-on workshop, participants will learn how to navigate change through the lens of personality type to successfully manage challenges and disruptions during times of change.



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The Myers-Briggs Company empowers individuals to be the best versions of themselves by enriching self-awareness and their understanding of others. We help organizations around the world improve teamwork and collaboration, develop inspirational leaders, foster diversity, and solve their most complex people challenges.

As a Certified B Corporation®, The Myers-Briggs Company is a force for good. Our powerfully practical solutions are grounded in a deep understanding of the significant social and technological trends that affect people and organizations.

With over 60 years in assessment development and publishing, and over 30 years of consultancy and training expertise, a global network of offices, partners and certified independent consultants in 115 countries, products in 29 languages, and experience working with 88 of the Fortune 100 companies, we're ready to help you succeed.

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