STRESS MANAGEMENT AND BALANCE FOR TEAMS



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AFTER ALL, WHAT IS MENTAL HEALTH?

To begin, I'd like to invite you to reflect on the difference between the role of a manager and that of a leader. Both are important, but when it comes to stress management, developing both aspects is essential for more effective leadership.



LEADERSHIP VS. MANAGEMENT

Leadership Skills	Management Skills
Know how to align people.	**Plan** and **execute** a vision.
Know how to build commitment.	**Organize** daily efforts.
Know how to communicate.	**Analyze** the resources needed.
Know how to inspire and be inspired.	**Establish** operational processes and procedures.
Know how to transform and/or be an agent of change.	**Guide** and **coordinate** people.
Know how to develop and mentor others.	**Measure** productivity.
Understand what drives people's motivatio	**Make** quick and effective decisions.
Know how to engage people.	
Leadership is about relationships and transformation.	Management is about execution.

ARE YOU MORE OF A MANAGER OR A LEADER TODAY?

What would you like to change about that?

Getting to know people and allowing them to get to know you is an essential step toward leading in a balanced and human-centered way.

LEADER	MANAGER
Focuses on the team.	Prioritizes tasks.
Works with culture and vision.	Works toward goals.
Develops people.	Develops processes.
Needs self-awareness.	Needs a method.

DO YOU KNOW YOUR TEAM?

To effectively manage your team's stress and balance, it is essential to look beyond tasks and job titles. You need to see people as individuals and understand their motivations, profiles, and what they are currently experiencing.

When we build relationships that go beyond the purely professional, we are better able to understand changes in behavior and contribute more effectively to productivity and collective well-being.

Questions to help you reflect on how well you know your team (and that can help you better manage stress, balance, and performance):

MOTIVATION:	What motivates this employee?
	What personal values do they consider important in the workplace?
	How does the company help them achieve their goals and dreams?
ASPIRATIONS:	What are their professional goals for the next few years?
	How can leadership support them in achieving these goals?
TEAMWORK AND COMMUNICATION STYLE:	How do they interact with the rest of the team?
	What is their communication style?
	How would they describe their interactions with colleagues?
	Is there anything in the team's relationships that they believe could be improved?
CHALLENGES:	What are their greatest difficulties in their daily activities?
	In which areas would they like to develop or receive support?
	Which challenges are motivating, and which ones cause anxiety?
EMOTIONAL BALANCE	Do they engage in practices to reduce stress? Which ones?
	Do they feel there is psychological safety within the company?
	Which situations have the greatest impact on their emotional balance?

These questions are only suggestions, so adapt them according to your team's profile. The most important thing is to maintain an ongoing and genuine dialogue.

1:1 MEETINGS AS A LEADERSHIP TOOL

Management tools such as 1:1 meetings with your direct reports can help you better understand each person and work more effectively with them.

WHAT IS A 1:1 MEETING?

It is an individual meeting between a leader and a team member, focused on the person – not on tasks.

It is an opportunity to strengthen trust, practice active listening, and closely support the employee's development.

MAIN OBJECTIVES OF 1:1 MEETINGS:

- Encourage professional growth and career development.
- Understand individual profiles, motivations, and challenges.
- Align expectations and track goals.
- Assess performance clearly.
- Create space for constructive feedback.

When conducted effectively, 1:1 meetings become a pillar of organizational culture: they increase engagement, strengthen leadership, help retain talent, and have a direct impact on results.



EXAMPLE QUESTIONS FOR 1:1 MEETINGS

Here are some suggestions you can adapt:

1. How are you feeling today?
2. How is your work progressing?
3. Do you have any questions or concerns about your work?
4. What are your priorities for next week? And for next month?
5. What challenges are you currently facing?
6. What do you need from me to help you with your responsibilities?
7. How can I improve as a leader?
8. What are your strengths and weaknesses as a professional?
9. What are your short-term career goals? And your long-term goals?
10. What do you like about your work?
11. What do you dislike about your work?
12. What would you like to change within the team?
13. What would you like to change within the company?
14. What are your expectations for your career?
15. What are your expectations for the future?
16. What are your expectations here at the company?
17. What are your biggest personal dreams and goals?
18. What are your biggest concerns right now?
19. What do you consider to be your strengths?
20. What do you consider to be your areas for development?

ADAPTING LEADERSHIP TO DIFFERENT PROFILES

And when it comes to the different profiles I may have on my team, how can I adapt my communication to each one?

1. MORE ANALYTICAL AND INTROSPECTIVE EMPLOYEE

HOW TO ADAPT:

- Get straight to the point and bring concrete data and information.
- Give them time to process before responding.
- Prefer more structured questions, such as:
  - “Regarding goal X, what was the main challenge you encountered?”
  - “What would you need to feel more confident about this project?”
  - “How can we support our ideas using the data we have?”

2. MORE EMOTIONAL AND COMMUNICATIVE EMPLOYEE

HOW TO ADAPT:

- Start with a more supportive approach to listening, creating space for them to express their feelings and emotions.
- Reinforce achievements and recognize their efforts regularly.
- Use more open-ended questions, such as:
  - “How have you been feeling about your role on the team?”
  - “What excites you most about what’s ahead?”
  - “What do you think could improve our work environment or our relationship as a team?”

3. NEWLY HIRED EMPLOYEE

HOW TO ADAPT:

- Focus on making them feel welcome, listening to their perceptions, and facilitating the onboarding process.
- Be more available to answer questions and reinforce the company culture.
- Useful questions:
  - "How has your adjustment been so far?"
  - "What is working well, and what do you feel is missing?"
  - "Is there anything I can do to improve your learning experience and help you with your deliverables?"

4. MORE SENIOR OR SELF-MANAGING EMPLOYEE

HOW TO ADAPT:

- Present strategic challenges and invite them to participate in important decisions.
- Show trust and ask for suggestions on how to improve processes.
- Avoid micromanaging. Demonstrate trust and recognize strong performance.
- Recommended questions:
  - "What ideas do you have to improve the team's performance?"
  - "Is there anything you believe we could change to gain?"

5. EMPLOYEE WHO IS UNMOTIVATED OR EXPERIENCING A DECLINE IN PERFORMANCE

HOW TO ADAPT:

- Approach them with empathy and without judgment.
- Explore what may be behind the situation and offer support.
- Set clear goals, whether to improve specific tasks or change behaviors.
- Example approaches:
  - "I've noticed some changes... How are you doing?"
  - "What has been most challenging for you lately?"
  - "We need to develop strategies to improve the situation. How can I help you?"

6. EMPLOYEE SHOWING SIGNS OF STRESS OR OVERLOAD

HOW TO ADAPT:

- Reduce the focus on goals and performance at this moment and prioritize well-being.
- Be supportive and create a safe space for them to share what they are going through.
- Avoid pressure or direct demands, and pay attention to their body language.
- Helpful questions:
  - "I've noticed that you have a lot on your plate... How can I support you?"
  - "What has been making you feel the most pressured lately?"
  - "Is there anything we can adjust to make your routine more manageable?"
  - "Is there anything outside of work that might be affecting your..."

7. EMPLOYEE RESISTANT TO CHANGE

HOW TO ADAPT:

- Clearly explain the reasons behind the changes and connect them to the broader purpose.
- Involve the person in small decisions and listen to their concerns without immediately challenging them.
- Acknowledge and value their experience and background before inviting them to embrace something new.
- Questions that can help open up dialogue:
  - "What risks do you see in this change?"
  - "How can we make this transition in a way that makes you feel more comfortable?"
  - "What would you need to try this new approach?"

LEADERSHIP STYLES AND EMOTIONAL INTELLIGENCE

Each challenge requires a different leadership style. Likewise, different organizational situations call for adjustments in management style and have a direct impact on the team.

According to Daniel Goleman's book "**Liderança: A inteligência emocional na formação do líder de sucesso**", **there is no single, fixed, ideal leadership style.** Instead, different styles are more appropriate for different situations.. The key is knowing how to adapt.

The author emphasizes that effective leadership styles are directly connected to a leader's emotional competencies, such as empathy, self-control, motivation, and social awareness, as you can see in the table below:

LEADERSHIP STYLES						
STYLE	**AFFILIATIVE**	**DEMOCRATIC**	**AUTHORITATIVE**	**PACESETTING**	**VISIONARY**	**COACHING**
OBJECTIVE	Create harmony and emotional bonds	Build consensus through participation	Demand immediate compliance	Set standards for high performance	Mobilize people toward a vision	Develop people for the future
MESSAGE	"People come first!"	"What do you think?"	"Do what I tell you!"	"Do what I do, now!"	"Come with me!"	"Try this!"
EI COMPETENCIES *	Empathy, relationship building, communication	Collaboration, participative leadership, communication	Determination, initiative, and self-control	Persistence, initiative	Self-confidence, empathy, change catalyst	People development, empathy, self-awareness
WHEN TO USE IT?	To motivate people during stressful periods, after a traumatic event, or to rebuild trust	To build consensus, influence, and get more input from the team	During crises or emergencies	To achieve fast, high-quality results with a motivated and competent team	When change requires a new vision or clearer direction	To help an employee improve performance or develop long-term strengths
IMPACT ON CLIMATE	Positive	Positive	Often negative	Often negative	The most positive of all	Highly positive

Notice that each situation requires specific emotional competencies from Goleman's methodology (you can learn more about them in our class). Likewise, depending on the circumstances, it may make more sense to use one leadership style rather than another.

Now, reflect:

- What leadership style do you usually use?
- Is it working well for your team?
- Is this style the most appropriate for the current situation and context?

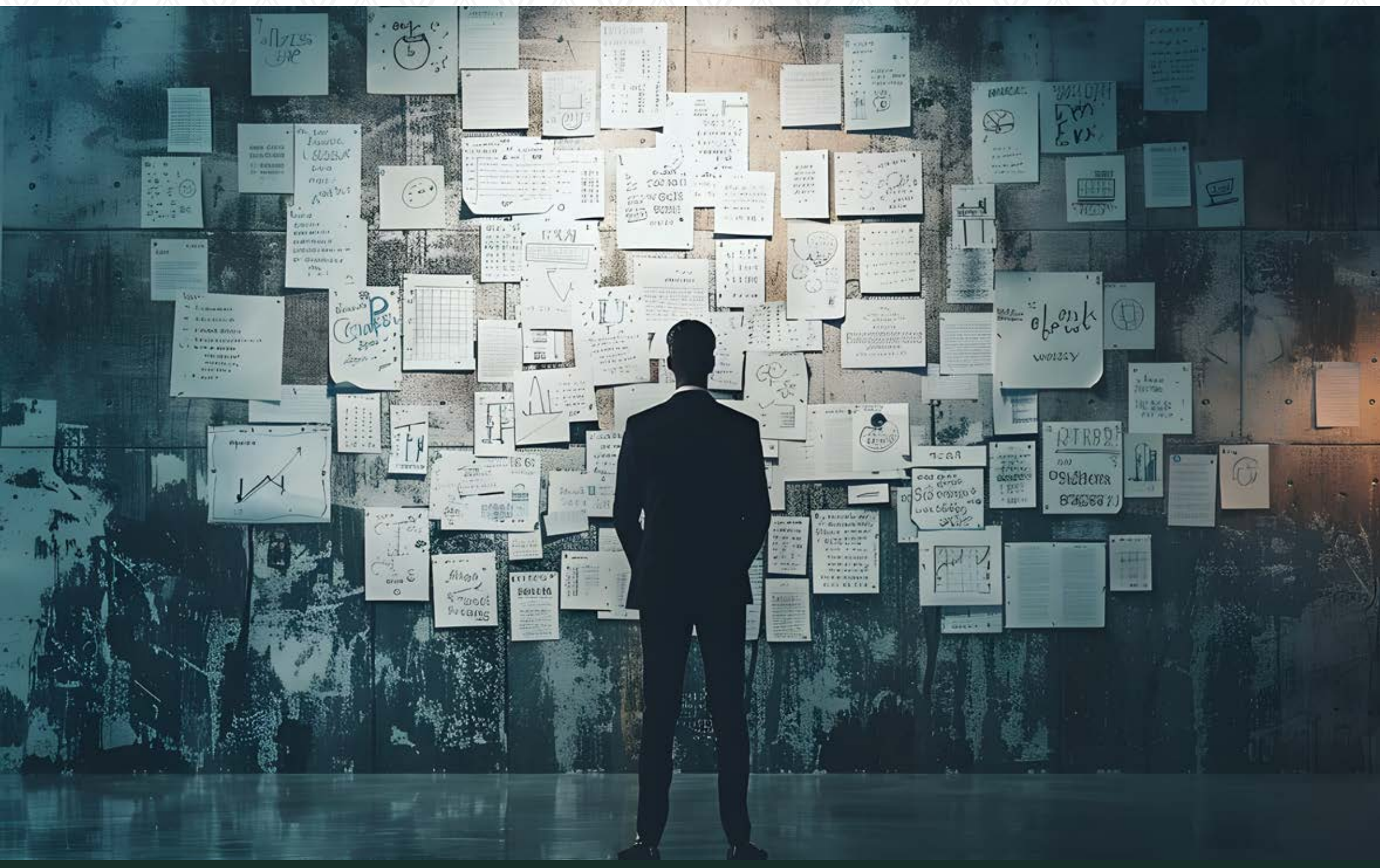
Ask for feedback. Find out how people perceive your leadership style and what can be adjusted to improve relationships and results.

If you've made it this far, you've already taken an important step toward more conscious leadership. Now, we invite you to start putting the actions we've discussed into practice.

Choose one concrete action below to start today:

- Schedule a 1:1 conversation.
- Pay closer attention to the signs your team is showing.
- Reflect on how responsibilities and workloads are distributed.
- Ask how you can better support each person.

And remember:
Small changes make a difference in everyday life. You don't need to transform everything at once – leadership is an ongoing process.



LEARN MORE



Books

Liderança: A inteligência emocional na formação do líder de sucesso - Daniel Goleman

Liderando Para a Felicidade - Jurgen Appelo

Líderes se Servem por Último:
Como Construir Equipes Seguras e Confiantes – Simon Sinek

A coragem para liderar – Brené Brown

Gestão da singularidade – Eduardo Carmelo



Podcasts:

Liderança sob pressão
temporada do podcast "Caos corporativo"

Interioriza
podcast de Izabella Camargo
Ep. Como formar líderes éticos?
Ep. Como ser um líder que inspira?

HumanaMente
Podcast sobre saúde mental e liderança

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