



Spotting Stress at Work:

A Simple Guide

*Know what to look for.
Know what to say.
Know what to do next.*

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Spot the signs of how stress shows up



Stress doesn't always look like stress

It often shows up quietly, in behaviour, performance and day-to-day interactions.



In behaviour

- Quieter than usual
- More reactive
- Withdrawing from others



In performance

- Struggling to focus
- More mistakes
- Missed deadlines



In engagement

- Less involved in meetings
- Low energy
- Avoiding tasks



In wellbeing

- More sick days
- Noticeable mood changes
- Seeming overwhelmed

Stress Spectrum

Stress isn't always obvious



Busy but managing

Distracted, quieter, less confident

Withdrawn, absent, emotionally affected

Not all stress starts at work

Money worries, caring responsibilities or life changes often show up in the workplace first.

What to Say / What Not to Say

What not to say

"You just need to focus"

*"Is everything okay?"
(too easy to brush off)*

"This needs sorting"

What to say

"I've noticed you don't seem yourself lately"

"Is there anything affecting you at the moment?"

"You don't have to go into detail, but I'm here"

What to Do (3-step flow)

1



Notice

Something feels different

2



Open the door

Start a simple, human conversation

3



Signpost

Point them to the right support
(EAP, wellbeing, financial support)

Quick Manager Check-In

Have you noticed any of these recently?

- Someone quieter than usual
- Drop in confidence
- Change in behaviour
- Less engagement
- More time off

**If yes:
It might be time to check in.**



**You're not expected to fix everything.
But you can make it easier for someone to speak up.**



Spotting the signs? Take the next step

Our free **CPD accredited financial wellbeing course** helps you turn awareness into action, with practical guidance on what to say and how to support your team.

[Learn more here.](#)

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