



**Ease Work Stress**

Helping People and Organizations Thrive

# Workshop: Designing Your “New Normal”

## Best Practices for Returning to Your Place of Work



Your core organizational values may not have changed due to covid-19, but expectations around work have. The struggles of many companies to get people back to the office are well documented. However, for optimal performance, maximal employee motivation, and to avoid unwanted turnover (which is hugely expensive at the best of times!), it is critical to balance returning to the workplace with continuing what worked during lockdown. This can be harder to accomplish than it sounds, particularly given day-to-day goal urgency. This workshop is designed *specifically* to help you accomplish this in a way that your employees will buy into, and thank you for.

### Why this is Important, and Timely:

- During Covid, your staff have adjusted how they work to reach key objectives. Your management of them has probably changed in some ways.
- Some new best practices have likely emerged; but if everyone simply returns to the “old normal” these will be lost.
- You don’t want good employees to leave.
- The lens of **job design** will help you square the “old normal” and covid-era practices, for a positive “new normal”, building commitment and retention.

### This workshop is for you if:

- You are an organizational leader, or manager whose employees have continued working (remotely) during the lockdown.
- You are a prominent employee within your organization who has found new ways of working during the lockdown.
- You are a human resources leader responsible for selection, hiring, and/or training within your organization.



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Delivery of and participation can be flexible around your needs. Contact me to discuss your situation, and how I can help.

### Contact Me:

Dr. Marcus J. Fila  
mfila@easeworkstress.com  
[www.easeworkstress.com](http://www.easeworkstress.com)

### What You'll Learn:

**Understanding how job design affects outcomes:** There is a reservoir of research on how job characteristics influence experiences of work, and both positive and negative outcomes to employees and the organization; such as performance, commitment, well-being, counterproductive behavior, burnout, and expensive unwanted turnover.

**Reviewing the "old normal":** Review how key dimensions of focal job(s) were configured regarding job demands and role parameters, autonomy and decision making authority, and workplace support structures, before the lockdown.

**Working remotely during lockdown:** Assess how work and job design has changed during lockdown (by design, through necessity, or by exploration). Review successes and challenges of adjustments employees have made to meet key objectives. Understand how professional identity might have changed.

**Designing the "new normal":** Compare best practices for returning to the workplace. Design a "new normal" that combines best practices from the "old normal" and lockdown eras. Design at the job, and organizational levels to meet key objectives.

**Rollout and impact of my "new normal":** Discuss best practices for communicating and implementing your new normal within and beyond your organization. Consider how it will impact job description(s), selection criteria, onboarding, training needs, career possibilities, and organizational mission.

### Ask Yourself:

**How will job design help me as a leader?** Regardless of the economy and other broad factors beyond any leader's control, job design is *highly actionable*, and can lead to tangible bottom line benefits and avoidance of losses. For example, every employee who leaves costs between 65-200% of salary to effectively replace – heaping more pressure on those who remain. Effective job design is fundamental to retaining valued employees, and maximizing their performance, and motivation.

**Will assessing and adjusting job design require *wholesale* changes to my organization?** No. Job redesign is often about small tweaks in key areas that make an enormous difference.

**Why is he offering this workshop?** I am a former headhunter who moved people from badly designed to better designed jobs (not because of more money). I now help organizations effectively design work for higher commitment, performance, and retention, and lower turnover. I also conduct research in these areas. I'm ready to help you protect your greatest asset: Your people.