



Ease Work Stress

Helping People and Organizations Thrive

Excessive Work Stress is Not Inevitable: How to Become a Winning Organization

Excessive work stress costs the US economy over \$300B a year in poor performance, missed work, health-related expenses, and unwanted turnover. In fact, according to ZipRecruiter, work stress was by far the leading cause of unwanted turnover in America in 2022. Work stress is often less about the demands placed upon us, and more about the context *around* those demands, which is often ignored or overlooked. Sadly, too many leaders believe that high stress is just “inevitable”, and their organizations can get stuck in a high stress-high turnover vicious cycle. Our speaker, Dr. Marcus Fila, recoils again this: “Research shows that with the right mechanics in job design, and with the appropriate forms of support and autonomy, work environments can promote healthful work, high productivity, and retention.” In this session, Dr. Marcus Fila will dig deeper into understanding the often-unknown root causes excessive work stress; three different levels of intervention; and the positive gains to employees and organizations from moving *towards* managing stress, rather than away from it.

Marcus is a speaker, researcher, and consultant on reducing work stress, unwanted employee turnover, and on successfully diversifying the workforce. His interest in these subjects developed during ten years in business development and senior executive recruitment positions in the US and UK. As a headhunter, he was “paid to make turnover happen”, and quickly found that unaddressed forms of work stress were at the root of many of his successful assignments. However, Marcus became more interested in fixing the mess caused by excessive and unnecessary work stress than simply moving people away from it, and onto another potentially broken situation.

He made a career switch to academia to focus on these subjects, and is now an Associate Professor of Management at Hope College, as well as the Director of their Leadership Minor program. Marcus’ research on work stress, employee turnover, and successfully diversifying the workforce has been published in leading international journals

and book volumes, and he regularly speaks on these issues at conferences, and to companies and foundations. His personal website is easeworkstress.com.

