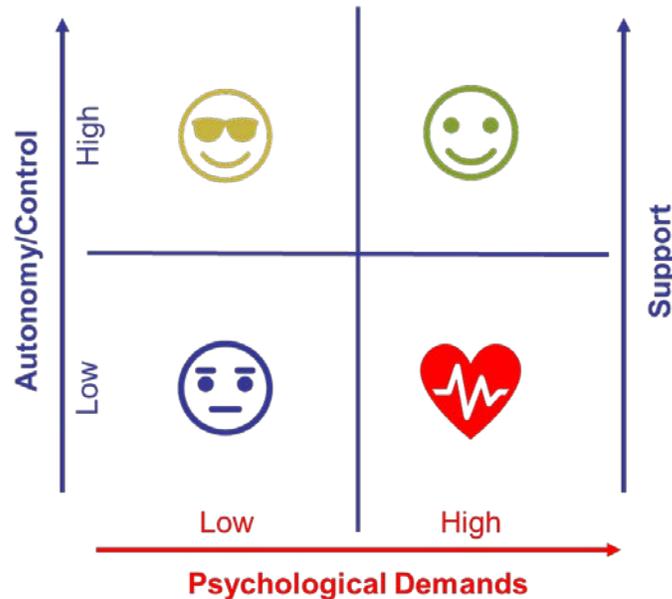Here are resources related to the April 28, 2020, Praxis webinar
**Healthy People, Healthy Organizations Building Toward the
New Normal**.

Demand, Control, Support Model

How You Can Help

Reduce Job Demands

Establish shared norms to minimize demands

Reduce pressure to multi-task

Improve processes to reduce strain

Provide more *time* to accomplish tasks when possible

Enhance Support

Spend more time coaching subordinates

Strengthen social networks at work

Increase listening and empathy

Increase Autonomy

Allow employees more control over *how* to accomplish a task (skill decision authority, self-managed teams)

Allow employees more control over *what* tasks to accomplish (self-*directed* teams)

Increase skills

Provide employees opportunity to redesign processes, jobs

Additional Resources

On crisis leadership. This [model](#) for *Leading in the Time of COVID-19 Organizational Framework* provides an orientation to the organizational phases we are all living through, and practical guidance for leadership and communication during each phase.

On the job demands-control model. This brief video briefly explains the [job demands-control model](#). See also [Healthy Work: Stress, Productivity, and the Reconstruction Of Working Life](#) by Robert Karasek and Tores Theorell.

On burnout. Start at the 20-minute mark in this 40+-minute [podcast](#) where the narrator states: "Burnout isn't an individual problem, it's an organizational problem." Organizational psychologist Adam Grant and guest explore how some people in high-pressure workplaces have figured out how to fight exhaustion by redesigning jobs -- and changing cultures.

On continuous improvement. CI provides a practical way for employees to exercise control over their work. For more details, see our article on [Adding Continuous Improvement to Your Ownership Culture.](#)

On the business case for trust. Autonomy and trust work together. For more on trust, see https://nationalfund.org/learning-evaluation/publications/universal-woods-business-logic-of-trust/

On job redesign. https://www.digitalhrtech.com/job-redesign/