

FROM EMERGENCY TO ROUTINE: HOW DO WE RESTART?

How strange that on one day they tell us we're returning to routine — as if one day it all ends, but not really...

Alongside the sense of relief that most of us feel, other feelings also arise — fatigue, confusion, and sadness. These feelings come both as a result of the long days of tension we experienced and because of the knowledge that not everything has ended. The morning brought us a painful reminder of the war in Gaza, and of course the hostages who have not returned — and our hearts are bound in worry.

As managers and employees in an organization, we are asked to move between worlds: both to acknowledge the pain and to move forward, both to allow time to breathe and to build a future — this is a process of managing the 'both/and.'

5 Recommendations for Organizations on How to Drive the Return to Routine with Sensitivity and Gentleness

1. Express Gratitude

In a period when everyone has been in sustained effort, it is important to stop and say thank you. Thanks for the commitment, the perseverance, and the solidarity. Sincere appreciation for employees creates a sense of being seen and strengthens belonging.

2. Allow Recovery Time

The return to routine is not only organizational — it is also psychological. The effects of the sense of 'existential danger' we were in do not disappear at the push of a button. After days full of worry, it is natural to feel fatigue, lack of concentration, or low mood. It is important not to fight this but to give it space. Allow employees recovery time and a gradual return to themselves.

3. Allow Breathing Space and Focus

The levels of overwhelm were high and now moments of quiet — external and internal — are needed. In order to manage to concentrate, a pleasant and supportive environment is required. Allow relaxed workspaces free of unnecessary stimuli. Fewer packed meetings, fewer flooding messages, and more focus on one or two tasks. A mindful workspace with natural lighting, relative quiet, and opportunities to breathe — supports concentration and encourages connection to oneself.

4. Create a Shared Vision of the Future

Amid uncertainty, a shared future is an anchor. Invite employees to think together: What is important to us now? What did we learn from this period and how do we want to continue? Joint planning from a place of choice — rather than merely reaction — strengthens the sense of control, provides direction, and creates a sense of meaning.

5. Strengthen Your 'Togetherness'

At work, we have a wonderful opportunity for human connection that raises energy and strengthens the spirit. Make room for airing conversations among employees and create opportunities for human, connecting encounters. But most importantly, perhaps above all, connect with employees on a personal level — and stop to ask them 'how are you, really?'

