Jessica Norris, PhD

Speaker • Scientist • Workplace Systems Thinker

Understanding People. Shaping Better Workplaces.

Organizations don't just need more data.
They need a better understanding of what people experience at work.
Jess Norris, PhD, helps audiences explore the questions shaping today's workplace—
from hidden effort and communication to workforce readiness and organizational design.

Signature Keynotes

Understanding People, Designing Better Work

What if performance isn't telling the whole story?

Performance tells us what people do. Workplace experience helps us understand why. Communication, trust, hidden friction, and workplace design all influence performance in ways that aren't always visible. Looking beneath the surface can reveal opportunities to build workplaces where more people can succeed.

The Work Gets Done... Now What?

Why are talented people working harder than they need to?

The work gets done. That doesn't always mean the system works.
Many employees spend significant energy adapting to unclear expectations, navigating communication challenges, and compensating for organizational friction. The costs often remain invisible—until they don't.

The Future Workforce Is Already Here

What happens when workplace expectations stop matching workforce reality?

The future workforce isn't coming. It's already here.
Changing expectations around communication, flexibility, support, and leadership are reshaping the workplace. Organizations that understand these shifts will be better positioned to attract, retain, and develop talent.

Jess Norris, PhD, is an award-winning speaker, scientist, and workplace systems thinker who helps organizations understand what workplace experiences reveal about communication, trust, performance, and organizational systems. She has spoken at national and international conferences, corporate events, leadership programs, and employee resource groups, helping audiences navigate the changing realities of work.

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