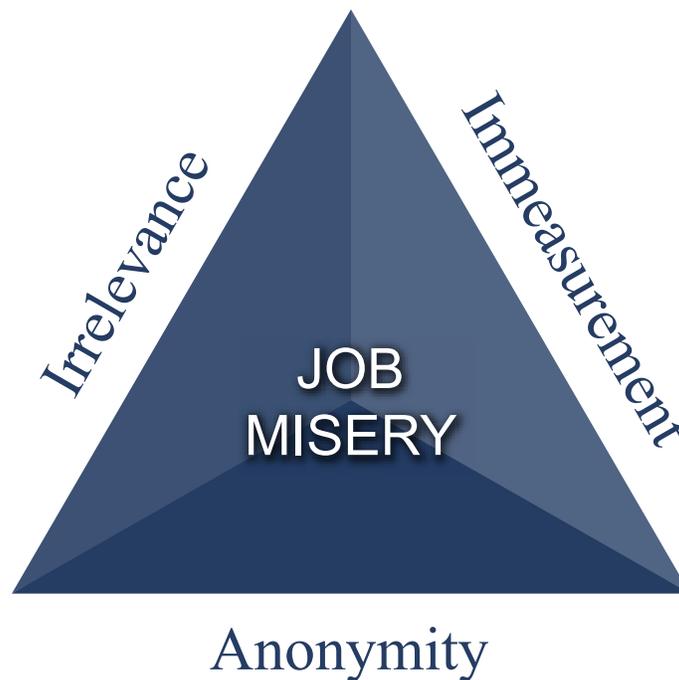


## Model Overview

Before conducting this program, you need to be familiar with the basic concept that underlies its methodology.

There are three underlying factors which make a job miserable, and they apply to virtually all jobs regardless of the nature of the work being done. They are, at first glance, obvious and seemingly easy to resolve. And yet they remain largely unaddressed by even the most well-meaning managers.

The Three Signs of a Miserable Job Model



## Manager's Booklet

### Anonymity

People cannot be fulfilled in their work if they are not known. All human beings need to be understood and appreciated by someone in a position of authority for their unique qualities. As much as this may sound like an aphorism from *Mr. Rogers' Neighborhood*, it is undeniably true. People who see themselves as invisible, generic, or anonymous cannot love their jobs, no matter what they are doing. The person who must know an employee is that person's manager.

### Irrelevance

Everyone needs to know that their job matters to someone. Anyone. If there is no connection between a person's work and the satisfaction of another person or group of people, an employee simply will not find lasting fulfillment. Even the most cynical employee needs to know that his or her work matters to someone, even if it's just the boss. And the person who must help an employee understand how he or she makes a difference is that person's manager.

### Immeasurement

Employees need to be able to gauge their progress and level of contribution for themselves. They cannot be fulfilled in their work if their success depends on the opinions or whims of another person, no matter how benevolent that person may be. Without a tangible means for assessing one's own success or failure, motivation eventually deteriorates as people seem themselves as unable to control their own fate. And once again, the person who must initiate the identification of measurement is an employee's manager.

If all of this sounds relatively simple, even obvious, that's because it is. Nonetheless, it seems that most managers fail to provide their people with these fundamentals of a meaningful job. Why?

Maybe because it is *too* obvious. Well-educated people often have a hard time getting their hands around simple solutions. Perhaps the 18<sup>th</sup> century author Samuel Johnson is right, and they just need to be reminded a lot. Or maybe they're just not sure about how to get started.

## Self-Assessment

This assessment is designed to help you identify your susceptibility to the Three Signs of a Miserable Job. The more you understand yourself and the Three Signs, the more you can do to ensure your success and that of your employees.

Using your "top of mind" response, please use the following scale to indicate how each statement applies to you. Keep in mind that the following assessment is more qualitative than quantitative and is intended to be a simple indicator of the relative satisfaction of your employees.

- 1 - Disagree
- 2 - Hard to say
- 3 - Agree

- \_\_\_ 1. I am aware of the individual aspirations of my employees.
- \_\_\_ 2. My employees know how their jobs make a difference in the lives of others.
- \_\_\_ 3. I have an objective, measurable way of assessing the success of my employees.
- \_\_\_ 4. My employees receive regular feedback about the effectiveness of their work.
- \_\_\_ 5. My employees regularly discuss their personal lives with me.
- \_\_\_ 6. My employees understand the importance of their work.
- \_\_\_ 7. My employees know how their work contributes to the success of the larger organization.
- \_\_\_ 8. I know my employees' interests outside of work.
- \_\_\_ 9. My employees know how they're doing on a given day or week.
- \_\_\_ 10. In the course of their work, my employees know whose lives they impact.
- \_\_\_ 11. I know the big things that are going on in the personal lives of my employees.
- \_\_\_ 12. My employees know how to measure their own success on the job.

## Manager's Booklet

### Scoring

Combine your scores for the 12 statements as indicated below.

Anonymity		Irrelevance		Immeasurement	
Statement 1:	_____	Statement 2:	_____	Statement 3:	_____
Statement 5:	_____	Statement 6:	_____	Statement 4:	_____
Statement 8:	_____	Statement 7:	_____	Statement 9:	_____
Statement 11:	_____	Statement 10:	_____	Statement 12:	_____
<b>Total:</b>	_____	<b>Total:</b>	_____	<b>Total:</b>	_____

- » A score of 10-12 is a probable indication that this particular Sign is not a problem for you.
- » A score of 7-9 indicates that this particular Sign could be a problem.
- » A score of 4-6 is an indication that this particular Sign needs to be addressed.



## Anti-Misery Worksheet

Employee: \_\_\_\_\_ Date: \_\_\_\_\_

	Notes	Actions/Plan
<b>Anonymity</b>  Employees who aren't known and individually appreciated by their managers will not be fulfilled in their jobs.	<i>Use this space to jot down information about your employee.</i>	<i>Use this space to record your plans for eliminating anonymity from your employee's job. Be specific and include dates for completion.</i>
<b>Irrelevance</b>  Employees who don't know how their work impacts the lives of others will not be fulfilled in their jobs.	<i>Use this space to write down thoughts about how your employee impacts others in his/her job.</i>	<i>Use this space to record your plans for eliminating irrelevance from your employee's job. Be specific and include dates for completion.</i>
<b>Immeasurement</b>  Employees who can't assess their own level of performance and success will not be fulfilled in their jobs.	<i>Use this space to write down ideas about how your employee can assess or measure his/her contribution or performance.</i>	<i>Use this space to record your plans for eliminating immeasurement from your employee's job. Be specific and include dates for completion.</i>

## Next Steps

To sustain behavioral change on the job, make learning a process, not an event. Below is a general outline of the steps that you should be prepared to take. You can use it as is or adapt to meet the needs of your style and/or team.

1. Provide an overview of the model at your next staff meeting.
2. Sit down with each direct report to discuss your commitments and action plans.
3. Keep the Anti-Misery worksheets alive by reviewing them periodically with your direct reports. Consider using them in your ongoing one-on-one meetings with your staff. For a free downloadable version of the Anti-Misery worksheet, please visit [www.miserablejob.com](http://www.miserablejob.com).