



The Three Signs of a Miserable Job Patrick Lencioni

We have loved nearly everything that Lencioni has written on the topic of business leadership and his latest book is no exception. *The Three Signs of a Miserable Job* is focused on the challenges of middle management and how they can engage employees.

The statistics around engagement are pretty shocking:

- Only 29% of employees are actively engaged in their jobs
- 84% of highly engaged employees believe they can positively impact the quality of their organization's products, compared with only 31% of the disengaged
- 72% of highly engaged employees believe they can positively affect customer service, versus 27% of the disengaged
- 68% of highly engaged employees believe they can positively impact costs in their job or unit, compared with just 19% of the disengaged

Lencioni advocates three elements to improving employee engagement:

Measurement: Help your employees figure out how to best measure and gauge how effectively they are doing their jobs, especially in terms of the impact they have on others. Give them the ability to determine for themselves whether they are succeeding or not, and free them from depending on your subjective opinion for a sense of accomplishment or esteem. This is the cure for **Immeasurement**

Greater Purpose: The research indicates that environmental factors do not motivate people, but being part of a larger purpose does. Lencioni recommends talking to your employees about how their job impacts the lives of others—customers, vendors, colleagues—in some way, large or small. Help them understand that their work matters, to someone, and that without them, others would suffer. He claims that most people suffer through **Irrelevance** in their work.

Personal Connection: While it seems simple, many of us do not form the personal bonds with our employees and get to know them outside of work. Take an interest in what is going on in their lives and find out what their dreams and passions are, both professionally and personally. The only caveat is that you have to be genuinely interested or this can seem false and contrived. If you haven't done this much before and you're afraid that it will feel weird to start now, do it anyway. Your employees want it, need it and will thank you for it. Most people are **Anonymous** at work

What I liked about this book was the simplicity of the model and the intuitive nature of it once you understood. Additionally, it is highly teachable at all levels of the business and gives managers an important set of work that is different than the normal administration or the Player/Manager role we normally describe. Overall rating is an **A-**