



MANAGING FOR EMPLOYEE ENGAGEMENT

A WORKSHOP BASED ON *The Three Signs of a Miserable Job*

FREQUENTLY ASKED QUESTIONS

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Every day, people from custodians and clerks to engineers and executives suffer at jobs that leave them feeling unhappy and frustrated. A miserable job is pretty much the same for everyone, regardless of the nature of the work itself. It's one that people dread going to because they know they will come home with less energy, confidence, and self-esteem than when they left. Job misery can be devastating to employees and their families and friends, and it has a very real effect on an organization's bottom line: loss of customers, reduced productivity, and increased costs of recruiting, retention, legal fees, and workers' compensation.

What is this program intended to achieve?

The one person in the organization who has the greatest impact on whether someone enjoys coming to work or is miserable in his or her job is that person's manager. That is what *Managing for Employee Engagement* is all about: helping managers engage, motivate, and retain their direct reports by eliminating the three primary causes of job misery: Anonymity, irrelevance, and Immeasurement.

- *Anonymity*—The feeling that people get when they feel unknown or invisible at work.
- *Irrelevance*—The sense that the work that people are doing has no real impact on the lives of others, and that if they didn't show up for work, or do their jobs well, it wouldn't really matter.
- *Immeasurement*—The inability of an employee to assess his or her own level of contribution and success.

At first glance, these three factors seem obvious and easy to resolve. Yet they remain unaddressed by even the most well-meaning managers.

What will workshop participants learn?

In this workshop, managers explore the effects of job misery on their direct reports, themselves, and their organization. They use the results of a 180-degree assessment, which they and their direct reports take online, or a self-assessment that they take during the session, to identify the ways in which their behavior causes employee misery, and they learn simple yet powerful techniques for making employees' jobs more fulfilling and more productive.

The workshop helps managers learn the following:

- The difference between a bad job and a miserable job

- The three underlying factors that make a job miserable, as presented in the Three Signs of a Miserable Job model
- The costs of job misery and the benefits of reducing it
- How susceptible they are to each of the Three Signs—their strengths and weaknesses as managers
- How to know whether their direct reports are miserable
- Strategies for improving job satisfaction by eliminating the Three Signs

Who can use this training package?

This training package can be used by anyone who wants to help managers improve their performance, including trainers, internal and external consultants, and managers of managers. No special expertise in facilitation or management skills is necessary—the package includes everything needed to plan, prepare for, conduct, and follow up a full-day or half-day *Managing for Employee Engagement* workshop.

What does this training package include?

This package includes a Facilitator's Guide; a copy of the Participant Workbook; a flash drive with two PowerPoint presentations (one for the full-day workshop and one for the half-day version), video clips, and a PDF of the Facilitator's Guide; this FAQ document; a poster of the model; and a copy of the Manager's Self-Assessment.

The Facilitator's Guide provides:

- Learning objectives and agendas for full-day and half-day versions of the workshop
- Guidelines and checklists for planning and preparing for a workshop
- Suggestions for helping the workshop run smoothly
- An overview of the Three Signs of a Miserable Job model on which the workshop is based
- Scripts for full-day and half-day versions of the workshop that can be used as is or adapted for the available time and a group's specific needs
- Suggestions for following up a workshop
- Suggestions for using the model for management coaching

- An appendix with supplementary information, including answers to frequently asked questions
- A sample 180-degree assessment (managers and their direct reports) feedback report (for the full-day workshop)

What's the difference between the full-day and half-day versions of the workshop?

Both the full-day and half-day versions of *Managing for Employee Engagement* are designed to engage and involve managers in discovering how they can make themselves and their direct reports more successful and productive by providing the people they manage with what they need to feel fulfilled in their jobs. The key differences between the two versions are described below.

FULL-DAY WORKSHOP

In the full-day workshop, managers learn about the Three Signs model; evaluate their strengths and weaknesses by debriefing the results of a 180-degree assessment taken before the workshop; learn and practice new skills; and develop action plans that include timetables for changing their behavior.

HALF-DAY WORKSHOP

The half-day version of the workshop introduces managers to the model, provides them with an opportunity to assess their strengths and weak areas, and helps them identify ways in which they can use the model to improve.

How would I prepare for this workshop?

The Facilitator's Guide includes a detailed explanation of the preparation needed to ensure a successful workshop. Here is a summary of what the facilitator needs to do to prepare:

- Read *The Three Signs of a Miserable Job* book. This compelling story is the best way to understand the revolutionary yet simple model that is the basis for the workshop.
- Watch the Pat Lencioni's The Three Signs of a Miserable Job video presentation. Much of the material in the script comes directly from Pat's presentation, so watching and hearing Pat deliver the words helps facilitators understand and get a "feel" for the material. The presentation also includes real-world examples that can be used to illustrate points during the workshop.
- Carefully read the entire Facilitator's Guide, including the workshop scripts and the information in the appendix.

- If it is appropriate, take the online assessment and print out a feedback report for yourself.
- Review the sample feedback report so you will be able to explain it to workshop participants.
- For a half-day workshop, take and score a Manager's Self-Assessment for yourself so that you will have a good understanding of the questions and the scoring process.
- Schedule the training room and obtain the necessary supplies and materials.
- Study the script, Participant Workbook, and PowerPoint presentation until you feel confident that you know how all the elements work together and how to introduce and debrief all of the activities.
- Decide which of the optional activities provided in the script to use.
- For a full-day workshop, print and review the participants' feedback reports from the 180-degree assessment that the managers and their direct reports take online before the workshop.

What is the assessment like and what's it designed to measure?

The Employee Engagement Management Inventory (EEMI) was designed to help managers evaluate their susceptibility to the Three Signs by comparing their own self-ratings with those of their direct reports.

The assessment has thirty-six statements, twelve for each of the Three Signs, which respondents rate on a 6-point Likert scale.

The feedback report provides the manager's self-ratings and the direct reports' ratings overall for each of the thirty-six statements. By comparing their own ratings with their direct reports' ratings and comparing the direct reports' ratings to one another, the managers identify where they are strong—what they are doing well in terms of the Three Signs and what they need to improve.

How was the assessment verified?

Patrick Lencioni developed the theory of the Employee Engagement Management Inventory (EEMI) from a grounded theory perspective, based on his inductive and intuitive analysis of the workplace. Subject-matter experts in the discipline generated a list of statements that they believed would constitute attributes of each dimension: Anonymity, Irrelevance, and Immeasurement. These statements were paired with a forced-choice modification of a Likert scale with six responses available for each item.



The initial version of the assessment, developed in 2009, was delivered electronically to a small group in January 2010. Analyses were conducted to determine each scale's reliability, factor structure, and percent of variance for each of the three scales. A varimax rotation was used to determine the final factor structures.

Based on the pilot study data, a revised version of the assessment was created, and a second field trial was held with a diverse group that included managers, small business owners, and consultants from all types of industries. The beta study showed the same high level of reliability estimates that were found in the pilot test as well as the basic factor structures and very acceptable levels of variance.

The final thirty-six-item version of the assessment was developed from the original, larger, pool of items and provided and maintained the statistical qualities of the longer assessment—and, in fact, improved the levels of variance accounted for.

What do I need to purchase to start?

- Facilitator's Guide Set
- Online assessment or paper self-assessment for each participant
- Participant Workbook for each participant
- *The Three Signs of a Miserable Job* book (optional)
- The Three Signs of a Miserable Job video presentation (optional)

What is unique about this program?

Although the model on which this workshop is based seems simple, it is extremely powerful. This workshop provides managers not with vague theories, but with practical tools and strategies they can use immediately to increase their direct reports' satisfaction with their jobs and help them be more successful and productive. The comprehensive training package provides everything that facilitators need to plan, prepare for, and conduct a successful workshop, no matter what their level of experience in facilitation or training.

About Pfeiffer's Product Line

Experientially based exercises and activities are a common feature of Pfeiffer's training products. Additionally, Pfeiffer offers a variety of icebreakers, energizers, team games, and simulations to energize your training and enhance the learning experience. For questions about these and other Pfeiffer products, please contact us.

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