

CONTENTS

WORKSHOP OBJECTIVES..... 1

QUICK QUIZ: How Much Do You Know About Job Misery?..... 3

THE THREE SIGNS OF A MISERABLE JOB MODEL..... 5

DEFINING A MISERABLE JOB..... 6

WHAT IS THE COST OF JOB MISERY?..... 6

WHO IS RESPONSIBLE FOR ELIMINATING JOB MISERY?..... 7

THE MODEL..... 9

 Anonymity..... 10

 Irrelevance..... 12

 Immeasurement..... 14

BENEFITS OF ELIMINATING JOB MISERY..... 16

ONLINE ASSESSMENT: EVALUATING THE FEEDBACK REPORT..... 17

FIRST IMPRESSIONS OF FEEDBACK..... 18

DETAILED ANALYSIS OF FEEDBACK..... 19

MANAGER’S SELF-ASSESSMENT..... 23

FIRST IMPRESSIONS OF SCORES..... 24

SELF-ASSESSMENT 25

OVERCOMING THE THREE SIGNS.....	27
TEAM PROFILE WORKSHEET.....	29
ACTION STEPS FOR OVERCOMING THE THREE SIGNS.....	31
Anonymity.....	31
Irrelevance.....	33
Immeasurement.....	35
ANTI-MISERY WORKSHEETS.....	37
HOLDING THE CONVERSATIONS.....	45
REVIEW AND FOLLOW-UP.....	47
IF YOU WERE A COACH	48
ACTION PLANNING.....	49
COMMITMENT.....	53
KEEPING THE LEARNING ALIVE.....	55
APPENDIX.....	57
GUIDELINES FOR INITIATING CONVERSATIONS WITH YOUR TEAM.....	58
SUGGESTED ACTION STEPS FOR OVERCOMING THE THREE SIGNS OF A MISERABLE JOB.....	61
SAMPLE CONVERSATION.....	63
RESOURCES AND READING LIST.....	65
ABOUT THE AUTHOR OF <i>MANAGING FOR EMPLOYEE ENGAGEMENT</i>	67