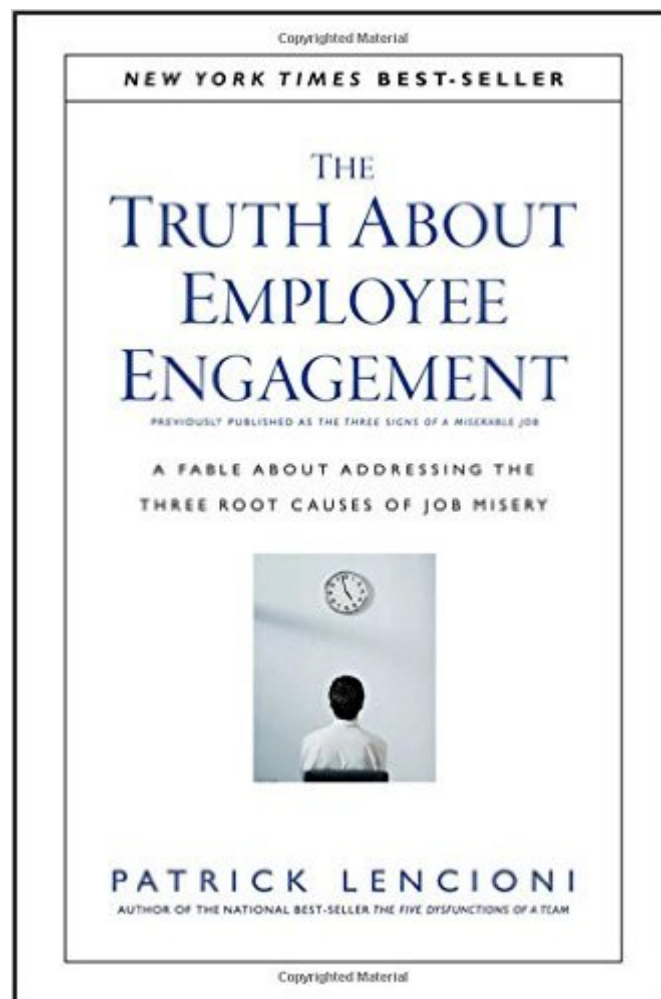


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# The Truth About Employee Engagement: A Fable About Addressing The Three Root Causes Of Job Misery



## Synopsis

The Truth About Employee Engagement was originally published as The Three Signs of a Miserable Job. A bestselling author and business guru tells how to improve job satisfaction and performance. In his sixth fable, bestselling author Patrick Lencioni takes on a topic that almost everyone can relate to: job misery. Millions of workers, even those who have carefully chosen careers based on true passions and interests, dread going to work, suffering each day as they trudge to jobs that make them cynical, weary, and frustrated. It is a simple fact of business life that any job, from investment banker to dishwasher, can become miserable. Through the story of a CEO turned pizzeria manager, Lencioni reveals the three elements that make work miserable -- irrelevance, immeasurability, and anonymity -- and gives managers and their employees the keys to make any job more engaging. As with all of Lencioni's books, this one is filled with actionable advice you can put into effect immediately. In addition to the fable, the book includes a detailed model examining the three root causes of job misery and how they can be remedied. It covers the benefits of managing for job engagement within organizations -- increased productivity, greater retention, and competitive advantage -- and offers examples of how managers can use the applications in the book to deal with specific jobs and situations. Patrick Lencioni is President of The Table Group, a management consulting firm specializing in executive team development and organizational health. As a consultant and keynote speaker, he has worked with thousands of senior executives and executive teams in organizations ranging from Fortune 500 companies to high-tech startups to universities and nonprofits. His clients include AT&T, Direct TV, JCPenney, Microsoft, Nestle, Northwestern Mutual, Southwest Airlines and St. Jude Children's Research Hospital. Lencioni is the author of ten bestselling books, including The Five Dysfunctions of a Team and The Advantage. He previously worked for Oracle, Sybase, and the management consulting firm Bain & Company.

## Book Information

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## Customer Reviews

According to research conducted by The Gallup organization, only 25% of employees are engaged in their jobs, 55% of them are just going through the motions, and 20% of them are working against their employers' interests. What's going on? In the Introduction to his latest book, Patrick Lencioni acknowledges what he characterizes as "Sunday Blues [:] those awful feelings of dread and depression that many people get toward the end of their weekend as they contemplate going back to work the next day...What was particularly troubling for me then [when he had such feelings] was not just that I dreaded going to work, but that I felt like I should have enjoyed what I was doing...That's when I decided that the Sunday Blues just didn't make any sense" and he resolved to "figure out what [personal fulfillment in work] was so I could help put an end to the senseless tragedy of job misery, both for myself and for others." In this book, Lencioni shares what he then learned during his journey of discovery. As is his custom, he uses the business fable genre to introduce and develop his insights. His narrative has a cast of characters, a plot, crisp dialog, various crises and conflicts, and eventually a plausible climax. Here's the situation as the narrative begins. Brian Bailey is the CEO of JMJ Fitness Machines. After fifteen years under his leadership, JMJ has become the number three, at times two "player" in its industry. "With no debt, a well-respected brand, and plenty of cash in the bank, there was no reason to suspect that the privately held company was in danger. And then one day it happened"....

I picked up this book while on the run. I was intrigued by the title and, more importantly, have been impressed by Lencioni over the years. I've read some of his other books and heard him speak at a conference. Plus, I am always on the lookout for management wisdom because I think we can all use more! I read the *Wall Street Journal* review of his book and had to say that I thought it was an unfair review. Although I don't know the reviewer, I do wonder whether the reviewer has ever managed people or been in a situation similar to that of Brian (the main character in the story). Traditional management theory is hard to really apply on a day-to-day basis; I feel that much of it is written for huge companies--not small ones. I thought that this book was fairly easy to apply for the small business owner because it is based on a small pizza place. The author does a very

nice job of developing the characters...one can almost hear the voices of the employees as they all seem to personify others that we've all worked with: the eager beaver, the dissenter, the high-maintenance person, etc. This made the book practical for me as I envisioned the character's problems and attempted solutions. I also felt that the author's voice was one of reality and practicality--not ivory tower idealism. He does a good job of saying things like (and I'm paraphrasing) "I know this sounds soft" or "this may sound hokey" to confirm those very thoughts.

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