

How does work work -for you?

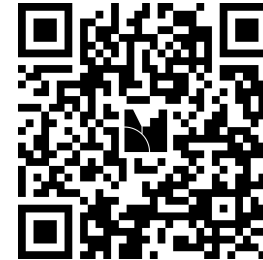
Job Satisfaction: a model, a method, an article.
A course?



A seminal question

You wake up one morning, and can hardly wait to get to work:
your work is so stimulating.

What is it that attracts you?

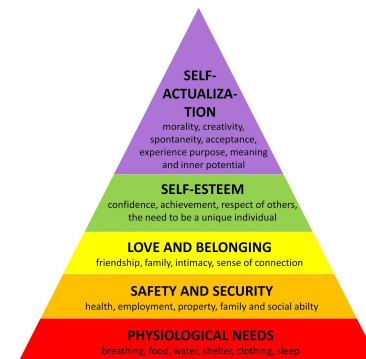


What makes you long to get to work?

learning new things have items to deal with
no stress- just ambition support being able to make a chan
interaction w colleagues great team collaborative work
progress sharing having impact exciting new project make a change
challenge novelty colleagues i like to be creative
connecting people help achieving results challenge myself
nice boss and colleagues engagement utility finish a project
clear task get satisfaction topic i would work on joy to feed my brain other ideas
accomplishment making the difference meeting great people

getting things done
seeing people

Not so much a pyramid as a cube



The 4 factors of job satisfaction

Rooted in our nature as mammals...

Territory

Access to the resources I need for me and my tribe

Community

Shared responsibilities and resources, positive relationships

Change

Movement enables us to spot our next meal

Meaning

We are born 'unfinished' and need a way to impose meaning on what our senses tell us

Meaning

Is the search for meaning what differentiates humans from other animals? ...Though who knows what goes on in the head of a dolphin?

Industrial society invented the idea that employment as such might be the meaning of life—unthinkable even a couple of hundred years ago, when paid employment was regarded as a great misfortune to befall a free man.



Photo by [Ranae Smith](#) on [Unsplash](#)

Meaning starts here...

The first visual image we learn to interpret is a shape meaning 'one of us'.



Photo by [Peter F. Wolf](#) on [Unsplash](#)

Meaning starts here...

⇐ This is the first visual image we learn to interpret: it means 'one of us'.



Photo by [Peter F. Wolf](#) on [Unsplash](#)

Change

When people are exposed to extremely low levels of sensory input they quickly become disturbed —we quite literally *need* change, a physical need we have brought with us into our mental world. Boredom leads to physical as well as mental restlessness.



Photo by [Erida Estremera](#) on [Unsplash](#)

Change: opportunity and risk



Photo by Chris Lawton on Unsplash

Change keeps us on our toes.

We can instigate it, resist it - or use it.

"Progress is impossible without change. Those who cannot change their minds cannot change anything."

—George Bernard Shaw

Community

The herd instinct tells us we need each other's support.

From herd instinct to team spirit... via diversity and inclusion.



Photo by Adil Sattarov on Unsplash

Community



Photo by [Shane Rounce](#) on [Unsplash](#)

It is possible to build a team with a sense of We without falling into the trap of defining everyone else as Them; but because the us-and-them spirit is so much simpler, many times the path to a healthy, productive team spirit is ignored.

"Human communities depend upon diversity of talent, not a singular conception of ability."

— Ken Robinson

Territory: resources

Our need for territory comes with our backbone—all vertebrates have it. My territory needs to be big enough—just—to supply me with the resources I need for survival.

At work, having a satisfactory territory means having access to the resources I need to do a good job.



Photo by [Olena Zolotukhina](#) on Unsplash

Territory: not just physical



Territoriality is not only about physical resources but also about an inner conviction. When I begin to feel I can influence events ('agency', or 'empowerment'), my sense of territory expands and I become less dependent on external circumstances.

"The most common way people give up their power is by thinking they don't have any."

— Alice Walker

Unhealthy and healthy territoriality

The symptoms

How important in your workplace is 'my chair' in the cafeteria, 'my coffee mug', 'our task'... A culture of **ME/US and THEM** is unsatisfactory and inefficient.

Treatment

Increase transparency and accountability.
Use 'mistakes' as opportunities to learn - not to shame or blame.

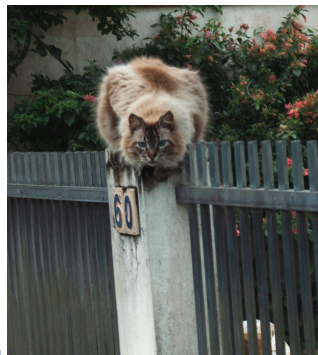


Photo by [Pietra K.](#) on Unsplash

When herd becomes team spirit

Symptoms of malfunction

When cliques form based on similarities, excluding those who are 'different', creativity and innovation diminish.

Treatment

Encourage each person and group to play from their strengths.
Reward team achievements.
Set an example of open communication, also about personal values.



Photo by [zhang kaivy](#) on Unsplash

'Resistance to change'

Symptoms of malfunction

"You can't teach old dogs new tricks."

"Leave us alone to get on with the job!"

Treatment

Strive for 'a balance between disappointment and hope' (Warren Ziegler).

Anticipation, foresight, futures studies: the more people who can be engaged in futures studies, the more likely it is that both opportunities and risks will be anticipated.



Photo by [Priscilla Du Preez](#) on [Unsplash](#)

Values and meaning

Symptoms of malfunction

"It's just a job."

Anxiety, depression, burn-out...

Treatment

Take steps to build trust.

Talk about values, dreams and emotions in relation to work.

Help to set realistic ambitions: high enough to give meaning, not so high as to be unachievable.

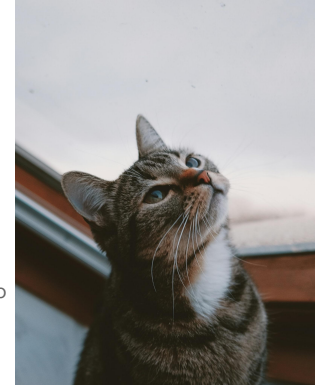


Photo by [Yusuf Evi](#) on [Unsplash](#)

The 4 dimensions of job satisfaction

Physical

Ask a zoologist!

Mental/intellectual

Ask yourself!

Emotional

Ask a psychologist!

Spiritual/value-related

What makes you feel at peace with yourself?



An article

DevelopingLeaders Quarterly #40:

The Quest for Purpose

Lead for Satisfaction, pp 161-173

Discover all the previous issues and more at

<https://developingleadersquarterly.com>

How does work work - for you?

Thank you for your attention.

Job Satisfaction: a model, a method, an article.
A course?

