

# The Work Itself Inventory

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How well is your organization creating work?

If you want to harness the power of work, then jobs will have to be designed in a way that helps people work in conditions of job enrichment. The Work Itself Inventory can help you find out.

Rate each sentence using the rating scale below.

	Not at all	Somewhat	Usually	A great deal
<p><b>In my organization jobs are structured to allow people:</b></p> <ol style="list-style-type: none"> <li>1. To discover and explore new ideas and possibilities</li> <li>2. To use talents fully and freely</li> <li>3. To experience variety and challenge in their work</li> <li>4. To participate actively and fully in decisions about their work content.</li> <li>5. To participate actively and fully in decisions about their deliverables.</li> <li>6. To decide their schedules.</li> <li>7. To concentrate for long periods of time without interruption or interference.</li> <li>8. To work in ways that make sense to them, provided they meet overall standards.</li> </ol>	1	2	3	4
<p><b>In my organization we:</b></p> <ol style="list-style-type: none"> <li>9. Have a clear sense of what we are about and want to accomplish.</li> <li>10. Provide opportunities outside of the official evaluation process for people to get feedback about how well they are doing.</li> <li>11. Provide people with opportunities to plan and work closely with others, if they so desire.</li> </ol>	1	2	3	4

	Not at all	Somewhat	Usually	A great deal
12. Encourage people to be self-managing.				
13. Emphasize agreement with respect to the purposes and values that bond people at work.				
14. Permit people to determine their own objectives and outcomes within a framework of purposes and values.				
15. Encourage autonomy and self-determination.				
16. Allow people to feel like originators of their own behavior, rather than like pawns manipulated from outside.				
17. Encourage feelings of competence and enhanced feelings of self-efficacy.				
18. Encourage people to seek out assistance and resources if they need help.				
19. Encourage people to present their ideas for improvements without fear.				
20. Help teams form and get organized for superior performance.				

## Scoring

Scores above 70 suggest that the workplace might be on its way to being a great place because the work is becoming intrinsically satisfying.

Scores below 50 suggest that much of the leaders' time is spent on getting people to do what they are supposed to do.

Scores in between may indicate that although people are doing what they are supposed to do, leaders work hard to "motivate them" to go beyond an ordinary level.

## Creating Satisfying Work

Work that is intrinsically satisfying makes sense because it leads to higher levels of commitment and performance. Intrinsically satisfying work makes sense because it is right and good for people to find their jobs meaningful and to an organization culture where people can thrive and grow.

## Three Rules of Motivating Work

Work where people feel and believe that there are opportunities for accomplishment and achievement, responsibility, and work that is challenging and offers opportunities for advancement – promotion, intellectual or emotional – have the greatest capacity to motivate.

Rule	Motivation	Involvement
What gets rewarded gets done	Extrinsic gain	Calculated
What is rewarding gets done	Intrinsic gain	Intrinsic
What is good gets done	Duty or obligation	Moral

## What is Rewarding Gets Done

If you are able to provide a person with great sense of task involvement then the individual will be more motivated and committed. Consider the following in determining how you approach structuring responsibilities and tasks:

Will the person experience meaningfulness? The extent to which a person perceives work as being worthwhile or important given her his set of values.

Will the person experience responsibility? The extent to which a person believe that she or he is personally responsible or accountable for the results of efforts.

Will the person be aware of results? The extent to which a person is able to determine on a regular basis whether or not the results of their efforts are acceptable.

How can you restructure jobs that have the potential for creating meaningfulness, responsibility and have knowledge of the results? You can use the following criteria to determine if you are structuring jobs that have the likelihood that people will be more motivated:

- Use more of their talents and skills (skill variety)
- Engage in activities that allow them to see the whole and understand how their contributions fit into the overall purpose of mission (task identity)
- View their work as having a substantial and significant impact on the lives or work of other people (task significance)
- Experience discretion and independence in scheduling work and deciding work arrangements and procedures (autonomy)
- Get firsthand from other sources clear information about the effects of their performance (feedback)

