

Tool: Work-Life Analysis

WHAT IT IS	A four-step analysis completed in a group setting to provide information about what should be designed into and eliminated from jobs.
WHEN TO USE IT	During the design phase of the change process in order to determine how to create a better work life in the future state.
HOW TO USE IT	<ol style="list-style-type: none">1. First, individually identify qualities of the best and worst jobs you ever had. Share with the large group, and produce a list of qualities of the Best Job Ever and of the Worst Job Ever.2. Second, use the following scales to rate 10 characteristics that you experience to some degree in your current job. You can use any whole number on the scales.
EXAMPLE	Here is an example of how the analysis would look.

For Characteristics 1-4, use the scale below:

- 5 = A complete absence of this characteristic.
- 0 = Just the right amount of this characteristic.
- +5 = Too much of this characteristic.

Job Characteristic	My Rating (-5 to +5)
1. Autonomy —The job gives me an opportunity for independence and freedom in how I do the work and a chance to use my initiative and judgment in carrying out the work.	
2. Skill variety —The job requires me to do many different things, using a variety of my skills and talents.	
3. Task variety —Tasks are varied to avoid boredom and fatigue, yet provide an opportunity to settle into a satisfying rhythm of work.	
4. Feedback from others —Ability to get feedback from my supervisor and coworkers about how well I am doing the job.	

For Characteristics 5-10, use the scale below:

0 = None at all.
 +10 = A very good amount.

Job Characteristic	My Rating (0 to +10)
5. Mutual support and respect —Job arrangements that promote helpfulness and respect among coworkers.	
6. See whole product or service —The job involves doing a whole, identifiable piece of work from beginning to end.	
7. Meaningfulness/significance —A sense that my work has significance and contributes meaningfully in the larger scheme of things.	
8. Feedback from the job —The actual work itself provides indications about how well I am doing so I can assess my own performance.	
9. Responsibility for work —A sense that responsibility for whether a job is done well or poorly, correctly or incorrectly, rests with me.	
10. Desirable future —My job has a career path that allows for continued personal growth and skill development.	

In your small group, take the scores from the survey and discuss as a group what the data say about how jobs should be in the future.

3. Third, review the information you collected in the first 2 steps and write some ideas on what you think should stay the same, be eliminated, and be created regarding the future work life of your organization. Work as a small group to discuss these ideas.
4. Fourth, use the information from the 3rd step to write your specific ideas for designing a better work life for your organization. Ideas can be about teamwork, management, authority, communications, getting feedback, ways to learn and develop new skills, reward and recognition, taking responsibility for work, or other aspects of the work life that you think are important.

(Adapted from Pasmore, Fitz, and Frank. *Fast Cycle Full Participation Work Systems Design*.)

WORK LIFE ANALYSIS

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