



The Three Signs of a Miserable Job

By Patrick Lencioni

Here's an excerpt from my new book, *The Three Signs of a Miserable Job: A Leadership Fable for Managers* (and their employees). In fact, it's the closing chapter of the book, and describes the most fundamental reason why I do the work that I do. In essence, I feel that all people should find fulfillment and meaning in their work, regardless of what they are doing. And the key to making this happen is as simple as it is rare.

The Ministry of Management

I have always thought it was a shame that more people don't go into "giving" professions. In fact, I have occasionally felt pangs of guilt that I didn't choose a career that was completely focused on serving others. I have admiration for dedicated and hard-working clergy, social workers or missionaries, and I wonder why I haven't abandoned my career and moved into one of those kinds of jobs.

While I have not completely abandoned the idea of one day doing that, I have come to the realization that all managers can—and really should—view their work as a ministry. A service to others.

By helping people find fulfillment in their work, and helping them succeed in whatever they're doing, a manager can have a profound impact on the emotional, financial, physical and spiritual health of workers and their families. They can also create an environment where employees do the same for their peers, giving them a sort of ministry of their own. All of which is nothing short of a gift from God.

And so I suppose that the real shame is not that more people aren't working in positions of service to others, but that so many managers haven't yet realized that they already are.

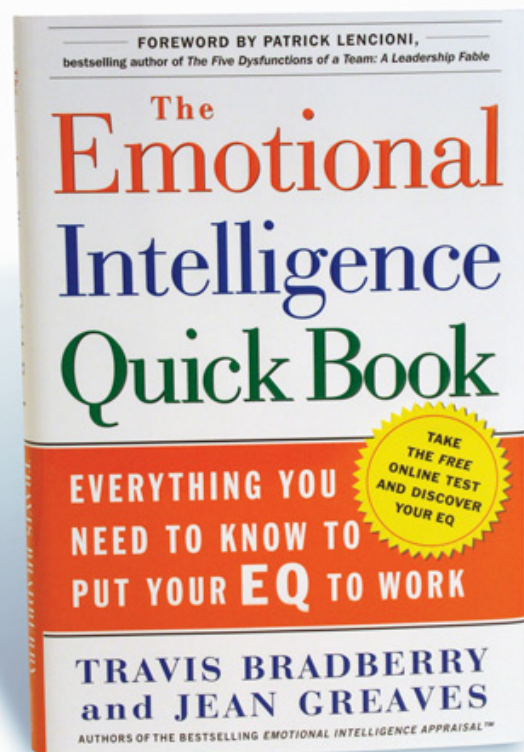
Afterthought by Lac D. Su

Today, emotional intelligence needs little introduction. This "other kind of smart" is the #1 predictor of personal and professional success. But knowing what emotional intelligence is and knowing how to use it to improve your life are two very different things. This must have been at least some portion of Patrick Lencioni's motivation in penning the foreword for *The Emotional Intelligence Quick Book*.

This absence of emotional intelligence at work is precisely why Drs. Travis Bradberry and Jean Greaves wrote what has quickly become an international best seller. *The Emotional Intelligence Quick Book* is now available in 21 languages and more than 135 countries, with more than 100,000 copies in print in the US alone. *The Quick Book* has garnered praise from the likes of the Dalai Lama, Stephen Covey, Ken Blanchard, Newsweek, The Washington Post, Fortune, and Inc.

So what did this *Quick Book* do to cause such a fuss? First, the authors' research is groundbreaking. Their decade-long study scoured the globe and tested more than 500,000 people to discover how they use emotional intelligence and how it impacts real events in their lives.

The results shed light on some of the toughest questions facing us today: How can I manage emotions to my benefit? What is the key to understanding people? Why is there so little emotional intelligence in the workplace? How can I increase my EQ to make myself more successful? The book's smooth narrative style turns rigorous research into memorable stories and practical strategies that anyone can pick up and use today.



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