

welcome or benefit from "enriched" and "more challenging" duties, which he or she may well see as the last straw on top of their other concerns.

Only you and your management team, having talked to employees, know who is keen for more responsibility, who has the real potential to benefit from this change, and whose jobs would be best left largely alone. You will appreciate that outside North America there will also be very real concerns regarding rank within the office and/or status within the community that may be threatened by a potential change of job duties. All of these factors will have to be delicately interwoven with operational realities and potentials by the only person who can manage the change – you.

And remember, enriched jobs come from:

1. **Skill Variety.** The degree to which a job requires a **variety of different activities** in carrying out the work, involving the use of a number of skills and talents.
2. **Task Identity.** The degree to which a job requires the completion of a **"whole" and identifiable piece of work**, that is, doing a job from beginning to end with a visible outcome.
3. **Task Significance.** The degree to which the job has a **substantial impact on the lives of other people**, whether those people are in the immediate organization or elsewhere.
4. **Autonomy.** The degree to which the job provides **substantial freedom, independence, and discretion** to the individual in scheduling the work and determining the procedures to be used in carrying it out.
5. **Feedback from Job.** The degree to which the job provides the individual with **direct and clear information about the effectiveness of his or her performance.**