Engagement is Not Enough

Keith Ayers

1. *No matter where you go, there you are.* Keith uses this phrase to call attention to the fact that employees bring their whole selves to the job, not just the behaviors we wish to hire. How might this whole person concept change the way you see employees? Keith suggests this concept is key to the failure of leadership to enhance employee engagement. Do you agree? Why or why not?

2. The four levels of Keith's "iceberg" are Behavior, Thinking/Feeling, Beliefs/Values, and Needs. Behavior is the only part we see. He suggests that Values and Needs are what drive behavior and that leaders need to pay attention to that. Share an example where understanding Needs or Values paid off in understanding, and working with, employee behavior?

3. In the discussion on Accountability and Personal Responsibility, Keith points out the differences between Other-Directed and Self-Directed and how each view impacts responsibility. Give examples of when you have been Other-Directed and when you have been Self-Directed. How did this view effect your personal responsibility?

4. Keith suggests that the key to creating a responsibility-based work culture is achieving high levels of trust. Leaders must start with the premise that most employees are trustworthy and then communicate that. In what ways have you shown employees you trust them or don't trust them?

5. You might be trustworthy but still not trusted. The four behaviors that build trust are Congruence, Openness, Acceptance, and Reliability. Keith says all four are needed in order to be trusted by another person. Which of the four are you particularly good at? Which might be perceived by others as your weak area.

6. In thinking about the Power of Purpose, how do you communicate to others why your organization exists? What is its purpose?

7. What was the most significant idea you gained from this book or the interview with the author?

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