



# Terms of Engagement

Dick Axelrod

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1. The interview begins with a brief discussion of the cost of disengaged employees to the organizations in which they work. One estimate is \$300 billion dollars per year. What is a conservative estimate of this cost in your organization?
2. One of the key points in the book is the difference between the old approach to managing change and Dick's new approach. Which does your organization use?
3. How many of Dick's principles for change management are used in your organization? Give examples. (They are: Widen the circle of involvement; Connect people to each other and the task; Create communities for action; Promote fairness)
4. What are the pros and cons to involving customers in change initiatives in your organization? Have you ever done that? Why or why not?
5. Interviews with leaders who were successful in implementing positive change identified three key leadership practices: Honesty, Transparency and Trusting People. Describe your experiences as a leader or a follower relating to each.
6. Dick suggests four conversations which can promote engagement: What's important to you at work and why?; How can we get more of this for you?; What is important to you as a leader?; Using meetings as engagement opportunities. How might you implement these ideas?
7. Telling stories about the organization based on a "first day at work" experience can create a history of sorts. Do you think this could work for your organization? How would you go about creating a preferred future story?
8. What was the most significant idea you gained from this book or the interview with the author?