AGILE

ENGAGEMENT

How to Drive Lasting Results
by Cultivating a
Flexible, Responsive, and
Collaborative Culture

SANTIAGO JARAMILLO | TODD RICHARDSON

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Preface

Behind every worker—including you—is a unique combination of motivations. It gets you up in the morning when you would rather stay in bed. It keeps you coming back to work when you would rather quit. It makes you want to do better than you did yesterday, to *be* better.

For some people, they work in order to provide for their families, to send their kids to colleges, to care for aging parents, or to put food on the table while their spouses pursue educational ambitions. For others, they appreciate the mental or physical challenge, the opportunity to travel, or are personally passionate about the subject matter. Or, perhaps, they genuinely enjoy their colleagues and their managers, and that's enough to keep them coming back day after day.

Though the *why* behind each worker differs, the desire for professional engagement is universal.

Given the individuality of motivation, however, how are companies supposed to engage their workforces at large? How can they build and develop cultures that advance both organizational goals and the individual goals of every worker? It's not easy, but it is possible. And this book shows you how.

The topic of employee engagement and workplace cultures is not new. In fact, in recent years, it seems like every corporate blogger, speaker, and consultant touts the importance of culture and employee engagement. Theoretical discussions abound, but few people have put forth concrete strategies that help get you from point A (unengaged) to point B (fully engaged). The workplace is evolving so rapidly, in fact, that employees are feeling less and less engaged with their work. Collectively, we are in the midst of an engagement crisis. The only way out is to focus on people over processes, real engagement over cookie-cutter programs, consistent intentionality over passive manipulation, and healthy change over rigid planning. For those already familiar with technology management philosophies, what we are suggesting is the application of agile principles to the world of employee engagement.

People, and consequently employees, are extremely complex. There is not a single set of engagement rules that can be outlined during your company launch party that are guaranteed to still work at by the time you reach your 10-year anniversary. People change. Companies change. Your approach must change alongside them. And you must involve employees in the process.