

the NEW RULES of ENGAGEMENTSM

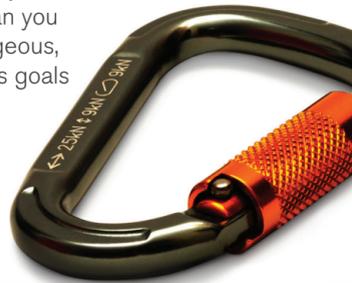
1. get inside their heads

More than ever, great managing is a matter of intense understanding of each unique individual, knowing their abilities, their aspirations, and how they work best.



2. make them fearless

No one can promise job security anymore. But that doesn't mean you can't make your people courageous, able to focus on the company's goals rather than self-preservation.



3. make money a non-issue

Money isn't everything. It only gets you so far. But companies that mishandle this emotional area will make it a bigger deal than it has to be.



4. help them thrive

Work conditions and policies can't help but affect people's health. Getting them right, and with the right intent, doesn't just reduce costs; it invigorates the employees and the business.



5. be cool

Talented people don't have to work for boring companies, and most won't. Loosening up and making a uniquely stimulating culture create a real competitive edge.



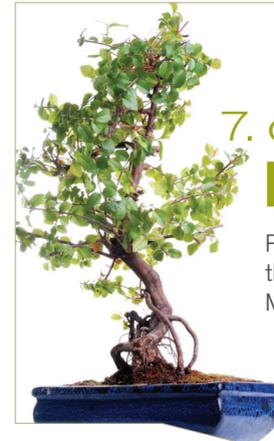
6. be boldly transparent

There are no more secrets; everything about a company is public, or will be. Behave accordingly.



7. don't kill the meaning

People need to be part of something bigger than just a job and a paycheck. Meaning drives higher performance.



8. see their future

What people do today is largely motivated by where they think it will take them in the future. It's as true on the job as it was for every employee dreaming of a future career when he or she was in school. Companies that are deliberate about helping employees chart that future get those people's best work.



9. magnify their success

What a company does not recognize, it should not expect to see repeated. Making a big deal of employees' accomplishments ensures the victories will be multiplied.



10. unite them

People have always been willing to take one for the right team, but players get traded much more these days. With people moving between companies at a faster pace than ever before, it's never been more important to create conditions that foster strong collaboration.



11. let them lead

Employees don't just want their opinions to count. To accomplish all they can for the company, they need the chance to take the lead.



12. take it to extremes

Your best people are itching to accomplish something incredible together. Challenge, rally, and support your people and you will be struck by what they can do.

