3100 The Four As of Employee Engagement

People Fieldbook · https://kb.jeffreysummers.com/docs/3100-the-four-as-of-employee-engagement-2/

The Demand

This week, you audit your cast against all four engagement conditions — Autonomy, Authority, Accountability, Adulation — and you fix the one you are missing. If you provide three out of four, you get compliant but disengaged cast members who do the job and nothing more, and the fourth gap is the reason.

The Work

1. Score your operation honestly on each of the Four A's this week: do cast members have real influence over scheduling, rewards, training, and who they work with (Autonomy)? Can they act on a Guest request or recover a complaint without escalating (Authority)? Is there a measurable connection between their behavior and an outcome, like requested reservations by name (Accountability)? Do you publicly tell their story, including the hard parts, not just the wins (Adulation)?
2. Identify your lowest score. Write down the specific reason you have been withholding it — usually a trust issue, if it's Authority.
3. If Authority is your gap, give one cast member the ability to resolve a Guest complaint on the spot this week without checking with you first. Tell them directly they have that authority.
4. If Accountability is your gap, set one measurable standard this week connecting a cast member's behavior to an outcome — repeat Guest requests, specific upsell tracking, a name-requested reservation goal.
5. If Adulation is your gap, publicly name one cast member's effort or growth this week — in front of the team, including a challenge they pushed through, not just a win.
6. If you catch yourself thinking "I don't trust my cast that much" when it comes to giving real authority, ask yourself directly why you hired them.

By the end of this week, you have made a concrete change to the weakest of the Four A's, not just reviewed the concept.