3390 Engagement Is Not a Program

People Fieldbook · https://kb.jeffreysummers.com/docs/3390-engagement-is-not-a-program-2/

The Demand

This week, you stop treating engagement as a program and start building it into your daily conversations. If you keep managing your people as a cost line instead of the investment that produces everything the operation delivers, you will keep bleeding the cast members who have already decided, quietly, that there is no future for them here.

The Work

1. Pick three cast members this week and ask each one, directly, whether they can see their career goals being met here. Write down the answers honestly, including the uncomfortable ones.
2. For every cast member who says no or hesitates, name one concrete growth step you can offer them this week — a new station, a stretch assignment, a conversation about the pipeline ahead of them.
3. At your next pre-shift or one-on-one, say out loud why this place exists — not in a meeting, in the daily conversational fabric. Do not assume the mission is still landing just because you said it at orientation.
4. Identify one place this week where micromanagement, lack of communication, or favoritism is actively killing engagement on your stage. Remove it directly — hand back a decision you have been holding, communicate something you have been withholding, or correct an inconsistency in how you treat two cast members.
5. Check whether your managers are producing engaged cast members. If a manager's team is showing low engagement, address the manager's leadership this week, not the team's attitude.

This week, you have three documented growth conversations, one removed engagement-killer, and one instance of stating the mission out loud in a normal working moment, not a special occasion.