

## Book Club Discussion Questions

If Not Who, You? Cracking the Code of Employee Disengagement, by Jill Christensen

1. In chapter 1, the author states: *"Disengaged employees offer the greatest untapped potential for your business to improve it's profitability and performance. Period."* Do you agree with this assertion? Explain. What other areas do you think multifamily companies focus on to improve profitability and performance? Does leadership tend to focus on the wrong problems?
2. Chapter 2 is titled Get the Right Person in Every Chair. The author states, *"You must hire people who are both a good fit for the job and a good fit for the culture you are creating."* A challenge for many property management companies is that the typical career path can involve promoting individuals from a job they excel at, such as leasing, to a job they aren't well suited for, such as management. Considering this, how can multifamily employers make sure they have "the right person in every chair" while still offering promotion opportunities that satisfy their team members?
3. In Chapter 2, the author states, *"There is nothing more demoralizing to an employee than a management team who allows a person to stay on a team who is not pulling their weight, who has a toxic attitude, or who can't effectively manage others."* Have you experienced a situation like this? What was the impact on your own morale, as well as on your co-workers? How did the situation resolve itself (or did it)?
4. In Chapter 4, the author states that *"A mere seven percent of employees say they understand their company's business goals and strategies, and what's expected of them to help achieve the company's goals."* Can you offer examples of a strategy that you use, or that you've seen in action, to clearly communicate goals and strategies to the front-line apartment community team members?

5. Says the author in Chapter 4, *"Checking progress towards goals once a year will not help create an engaged workforce, and ensure employees are on track to meet or exceed objectives. To that end, rethink your traditional annual performance review process."* How do you handle both goals and performance reviews at your organization? Is your process effective?
6. In Chapter 5 the author shares a story of a time when her employer laid off 5,000 employees and the CEO chose not to inform the entire workforce about the layoff. Says the author about this decision, *"If you hide news from employees it will destroy trust in leadership and employee engagement."* Do you agree with the author's opinion? Can you share an example from your own work life to support your opinion?
7. Chapter 6 is titled Be Self-Confident. What do you think self confidence has to do with creating an engaged workforce?
8. In Chapter 6, the author states, *"If you really believed in yourself, you'd take every vacation day you've earned."* What do you think she means by that? Do you agree? Is this a philosophy you live in your workplace? Why or why not?
9. In Chapter 9, the author states, *"If you want to be a leader who is respected, admired, and appreciated by others, tactfully speak up and tell it like it is."* Do you agree? Can you share a time when you or another leader in your organization spoke up courageously? What was the result?
10. Chapter 9 is titled Be Optimistic. The author states, *"As a leader, you are a role model. People are watching you. Choose to focus on the positive rather than the negative and it will go a long way toward creating an environment that people love."* Do you agree? Think about the role models you have had during your career, and now think of the one or two who have been most influential. Would you describe them as optimists? How important is that quality in a leader?