



# Terms of Engagement: New Ways of Leading and Changing Organizations

*Richard H Axelrod*

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**Terms of Engagement: New Ways of Leading and Changing Organizations** Richard H Axelrod  
**NEW EDITION, REVISED AND UPDATED**

Building engagement is crucial for every organization. But the traditional top-down coercive change management paradigm—in which leaders “light a fire” under employees—actually discourages engagement.

Richard Axelrod offers a better way. After debunking six common change management myths, he offers a proven, practical strategy for getting everyone—not just select committees or working groups—enthusiastically committed to organizational transformation. This revised edition features new interviews—everyone from the vice president of global citizenship at Cirque du Soleil to a Best Buy clerk—and new neuroscience findings that support Axelrod’s model. It also shows how you can foster engagement through everyday conversations, staff meetings, and work design.

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