



Tools for Leading Teams

Gaining Levels of Commitment

Introduction

Even the best laid plans can come to nothing if you have not earned team or organizational commitment to execution. Problem solvers can earn this commitment in a variety of ways and should make a conscious-decision about how to approach this delicate process early in the problem-solving process itself. The fundamental principle in this tool is the following:

Commitment is only earned by sincerely involving stakeholders in the process.

Each approach has pros and cons. So while the approaches outlined below are progressively more inclusive (implying that the last approach is the best approach), each one might be the most effective choice depending upon your unique situation and stakeholders.

1. Telling

“We’ve got to do this. We came up with the solution, and you should be as excited about it as we are.” This is most effective when there is strong authority and assured obedience.

2. Selling

“We have the answer. Let’s see what we can do to get you to buy-in, support us, or implement the plan as we have already outlined.” This may save time but gains limited support.

3. Testing

“What do you like about this solution? What don’t you like about it?” This starts to build a partnership and may be effective when stakeholders are less informed.

4. Consulting

“We are working on a problem resolution and would like your input, advice , or guidance.” Acknowledges the expertise of stakeholders and builds commitment.

5. Co-Creating

“We are working on a problem and need your full involvement in defining the problem, analyzing it, and coming up with a solution.” This is time-consuming but has the most potential for full support and implementation.