



TRANSCRIPT

Creating Commitment Not Just Compliance

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Hey everybody, and welcome to this month's skillset spotlight. I am Kevin Eikenberry, I think you probably all know that. And I'm excited to share this content with you for at least three reasons. One is that I'm excited because we're welcoming new members to the Remarkable Way this month. And I'm excited to have you join us. I'm excited too because I've been looking forward to this month and this content and sharing these ideas with you for a long time. And third, I'm excited because I figured out how to do this, have my video on in a hotel room without a desk. So if it looks a little funny behind me, it's because I'm in a different location than usual. Hopefully you can hear me okay, hopefully you can see me okay. And we're going to talk about this super important idea of commitment. Some of you that have been with us for a few months know that we talked about team commitments several months ago.

If you weren't here, you're not missing anything from that in that regard. It doesn't build on it in that regard. But if you were here then what you're going to find here is that we're going to go deeper and we're going to go further than we went there as well. So I'm excited to share all of this with you. And with that, let's just dive in, shall we? So two things that I would ask you, the first is a question I asked you every month. And that is, what is your fondest wish for this month or for this call? What do you hope to get from this idea of creating commitment and not simply compliance? What your fondest wish? Think about that. And then secondly, think about a time when you were 100% committed to something, and what were your results?

I just want you to think about those two things for just a second because it's a super important question. When you were 100% committed, what happened? What were the results? And I'm guessing what you will find is, man, good things happen. So it's important then for us to think about this idea of commitment versus compliance. I think fundamentally it is two ends of a scale, and we're going to get at that in a minute. But before we do that, like we do most every month, I want to open with a poll. So let me launch this poll for you, and I'd love you just to give me your answers here. Let's see, I'm distributing the poll. Here we go. People are filling in their answers.

How committed are members of your team from one to five? And you may say, well, I've got different people, they're not on the same place, but give me some sort of average. We're collecting it a little bit longer here. Got about three quarters of you have voted, let me give you just a little bit longer. Just click the button that you think most applies to your folks. Another second. And I will close it, and let's share it. Here are the results. Well, there you go. About 18% of you say, "Well, it's somewhere in the middle." 64% say, "Yeah, pretty good." And 18% of you say, "Man, my team is totally in."

So maybe what I should do is be asking that 18% of you to be joining me, and I should be doing a panel discussion. But hopefully what I'm going to share with you today will help you bring your numbers higher or keep your numbers higher for the long haul. That's what I hope that we can do today. Thanks for sharing your thoughts.

So let's dive in and share with you the mindset. This is the text message that you got this morning, members got this morning, this text message. Here's our mindset for this month, people want to be committed to something. When you can help them see and commit to something powerful and purposeful, everyone wins. So I believe two things from what we just talked about in that poll. One is that you're all going to leave with ideas about how to raise that number for your team. And I'm going to guess that for some of you that gave your team a five, you're going to raise your own bar of what that could actually look like.

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That's not meant in any way to discount the level of commitment that your team has, but I think you're going to leave this call and this month with an even bigger thought about what that could look like and what will happen if that's true. So I do believe that people want to be committed to something. It's our job as leaders, it's our responsibility and our opportunity as leaders to help them see something at work as powerful and purposeful and for them to be committed to it because when that happens, good things happen for them and good things happen for your organization.

Some of you will remember that I showed you this quotation last month or most of it. And I said that this was my favorite quotation about goal setting. It also has to be my favorite quotation about commitment. And so I'm going to read this to you. It's not quite all of it that I shared last month, it is so powerful. Until one is committed, there's hesitancy, the chance to draw back, always ineffectiveness. Concerning all acts of initiative and creation, there is one element of truth, the ignorance of which kills countless ideas and splendid plans. That the moment one definitely commits oneself, then providence moves too. All sorts of things occur that help one that would otherwise have never occurred.

A whole stream of events, issues from the decision raising in one's favor all manner of unforeseen incidents and meanings, and material assistance in which no man could have dreamed would have come his way. Commitment my friends is a powerful thing. And when we can help create that on a team, we can have great things happen. And so that's why I've been so looking forward to sharing this content with you and sharing this moment and time with you whether you're here with us live or whether you're here with us later.

When I think about the idea, I've mentioned so far, I've been talking about commitment. But really the idea of this month is the difference between compliance versus commitment. And so what I thought I'd share with you is a few things that I've written before that talk about those differences. And maybe not all of these differences will resonate for you, but a couple of them will. And not all of us would probably say that I'm over there in the right-hand side in the purple 100% of the time all of the time nor are all of our team members.

But I just want to read through these because I think it gives you a sense of what we're talking about in terms of the difference. Compliance is, I have to, but commitment is I want to. Compliance is force things to happen versus commitment where people are choosing to do things. Compliance is acquiescence, and commitment as a pledge. Compliance is, it's my job, and commitment is, it's my opportunity. Compliance is passive and commitment is active. Compliance is get it done, commitment is get it right. Compliance is neutral or perhaps more often negative energy, but commitment is positive energy. Compliance is TGIF, commitment is, it's Monday, let's go to work. Compliance is follow the process, commitment is improve the process. Compliance is, there's a problem. Commitment is, I fixed the problem. Compliance is follow orders, commitment is take initiative. Compliance is mundane, commitment is mission. Compliance is paycheck, commitment is purpose.

So one or more of those things probably helps you see what I'm wanting to share with you and to help you see that there's a difference between them and to help you see that there are choices that need to be made and that as individuals, we're all making the choice every day to be, am I compliant or am I committed? And so we can ask ourselves those questions as a leader, but our focus this month is to how do we create more of that on our teams? How do we get more people closer to that right side than we

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are today? More fives and less threes. I want to open with what I believe is the biggest single barrier to greater commitment. What's the biggest single thing that keeps us from moving further to the right?

Are you ready? I built as much drama to this as I can. What's the biggest thing that keeps us from moving people further or helping people be more committed? The single biggest barrier is your belief in it being possible. And perhaps it's that last one on that list I showed you a minute ago that gets people stuck. They say, "Well, people come to work for a paycheck." And if we believe that that's why they come to work, using that as only the example. That if we believe that that's why they come to work, then we don't really believe it's possible that we can get people to a place of commitment. And if we believe that, well, it's possible, but Kevin, you don't have my people, that it isn't possible with my folks or you don't have these guys or these gals. And so I don't think it's possible with them.

So we have to start here. We have to start with, do I believe that people really do want to be committed at work, that it's possible to have super high levels of commitment at work? Do I believe that the people on my current team that right now I don't feel they're super committed that they could be. Our belief is where we must start with this. This starts with this mindset. And unless we get this mindset right ... And I apologize where this desk is, I need to try to make sure I look up so it doesn't look like I'm looking down all the time, I apologize

So we must decide, are we going to settle for compliance because, listen, compliance, we can get some stuff done. We can get the wash out. Will you settle for compliance or will you seek commitment? See, the path of least resistance for us as a leader is probably compliance. And yet, it creates more work for us every single day in some ways than if we have higher levels of commitment. I've given you some word comparisons, but let me give you this continuum, which I think is really a powerful way for us to think about compliance versus commitment. And so if you think about compliance versus commitment being a continuum and as a whole range of things that happen that we move across it. It's not like I'm either complying or I'm committed, it's some gradation between. It's sort of the idea of the one through five that I gave you on the poll.

So here are some words that attach two areas. If I'm just complying, I might be complaining. A little further up there is I'm just indifferent, I accept it like, okay, it is what it is. That's not straight out compliance, but it's not as far down the path as support or belief or caring or owning. Now, we're all the way out towards commitment. I believe that perhaps this slide might be the slide that's most useful for you this month, that this slide copied and put up by your computer or put someplace for you to look at or just written out in your journal for you to remind yourself about and ask yourself about and say, to give me a clue of where I'm actually at, what am I seeing with my team, but also to help me see where I'm trying to take my team for all of our benefits to do that. Complain, indifferent, accept, support, believe, care, own, commitment. That's way out on the end of that scale.

So hopefully that's a useful way to think about where we're headed. And it's just important to realize that when we create more commitment, we create more positive energy. The more committed the team is, the more positive energy, the more momentum, the more excitement, the more enthusiasm, the more engagement. We could go all the way down that list. Let me be more specific about that because commitment builds a whole bunch of things that we would all profess to want. And some of them might be the trigger that helps you say, "Yeah, I've got to make sure." This isn't just nice to know fluffy stuff thank you for sharing, Kevin. But this is really the crux of what I need to do to build my teams.

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Number one is when we have commitment, we have more empowerment. The further we are to the right, the more empowered our folks are. And I've never met a leader that didn't say I wanted to have their teams to be more empowered.

The more commitment we have, the more we build accountability. That second to last word on that slide said own, and I believe that ownership and accountability are nearly the same thing. When we feel a sense of ownership, we will be accountable by definition. So we build accountability, empowerment when we build commitment, we build learning. People want to be learning the further they're out there. If we're back at the other end for acquiescing, if we're sort of, "Whatever boss." If we're complaining and grumbling about it, there's not much learning going on. But if we're in believe and care and own and commit, we are in a place of learning, aren't we?

I don't think there's any question about that. What else? Well, productivity goes up, doesn't it? You could argue that our job as a leader from the organizational perspective is to create greater productivity, to create greater results. And when we have more commitment, we have greater productivity. We have higher levels of retention. If you buy our mindset for the month, which says people want to be committed to something, if you buy that idea, then the reality is that when people feel it, they don't want to leave. They're going to want to stay. How's that for bad grammar? They're going to want to. We get more innovation. When people believe and care about things, they're looking for improvements, they're looking for new ideas. They're wanting to be innovative because they care. Customer service goes up without question, quality likely goes up. Safety is likely enhanced; profitability is likely enhanced.

One of 10 things is a major concern in your organization or with your team today, I bet. Maybe more than one depending on the nature of the business that you're in. It could be some of them may be further down the list than others for you. And yet if you think about this in the big picture, any one of these things is reason enough that we should try to build commitment because when we get commitment and all the other good stuff that comes with it, we get all of these things too. And in fact, if you're going to the larger organization, and I know that many of you are here that are from the same organization. The conversation that you might have outside of this room might not be about commitment first, it may be about these other things. Knowing that commitment is the driver that can move us there, that commitment is the enabler of all these other things.

And I don't know how I could be more excited about thinking about one idea, one choice, one thing they could help create all of these at the same time. And that is commitment. When people feel committed, are bought in, are believing in what we're doing, then all these things come along for the ride. So it behooves us to do this. Our organization is going to be feel valued, get value from the efforts to do this. And our folks, our beneficiaries too, right? Because of all the good things that come for them. Remember the question I asked you earlier when I said think about a time when you were 100% committed and what happened? Now, if we were in a face-to-face setting with fewer people, I would have asked you to share your reasons or share your thoughts and you would have told me all sorts of things.

You would have said positive stuff about what happened and how you felt and how you didn't want that to end and all those things. So doing this isn't something that's manipulative, this isn't some way to get something out of our teams that squeeze a little more out of them. This is actually about creating

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greater value for them while they are creating greater value for the organization. It is a triple win, organization wins, leader wins, team member wins, everybody wins. So now the question is, okay, Kevin, you sold me. How do we do it? And that's how we're going to spend the rest of our time is talking about how we do it. So what are the things we need to do to get started? First off, we need to set a vision. People are committed to a picture of a place that we're headed.

And so it's our job as a leader for people to see a picture that is of a future state that is desirable, that is meaningful, that has purpose, that people see value in being a part of. And that's what they are committed to. They're not actually committed to work as much as they're committed to the outcomes of, the results of, the purpose of, the meaning in. So our job is to create a vision, to set a vision, to share a vision that has specifics about where we're headed. And we have to make it as real as we possibly can because we can't set a vision that ... Well, back up. We can set a vision that's exciting and has specifics. But if people don't see that it's possible or they don't believe that we're capable of moving in that direction, or it feels completely different from the reality in which they currently live, that disconnect can get in our way.

We have to share specifics; we have to make it real. Now, when I was going through my slides today, I was thinking about examples that I could share. And I have a large example that I don't think I have time, a personal example really. I don't think I have time to unpack completely, but maybe sometime this month I'll add some content for you and share it. But I will say what it is. Some of you, I won't be able to unpack all the details, but I will show you the example. And the example is this, that a number of years ago, my son Parker decided that he wanted to get married. He and his fiancé wanted to get married at our farm in Michigan. A number of you know that we have a farm in Michigan where I grew up.

And they wanted to get married in the barn. Well, this barn is an old barn that was not, let's put it this way, was not ready for a wedding, wasn't ready for much of anything in the area where that would happen. And over the course of about nine months, we transformed the top of that barn into a place to host a wedding, including a bathroom and a bunch of other stuff. And the story of commitment was that the people that created that, did the work for that were all there doing it because they wanted to help not because they had to be there. And so it's a story of commitment versus compliance that I won't have time to unpack for you completely. But I will say that in the context of vision, everybody that wanted to help understood what this was about, that it was about two things. It was about creating this space for this special day for Parker and Marissa.

Everyone involved knew my father to whom the barn belonged previously. And all of them stated throughout the process how much this was about doing something that my dad would have loved. And so there was levels of commitment, and it started with a vision. And so perhaps as the month goes on I'll unpack some more of that for you, share some photos or something else. But as I was preparing today, it's just the first thing that came into my mind. Lots of great examples, of course, of leaders setting a vision and helping it be something that was purposeful and powerful and meaningful. And that's what made it work in creating commitment in others. So here's the fact, people can't commit to something they can't see. So if we can't give them a picture of something that they can say, I'm in for that, then it's going to be very difficult for them to be committed beyond maybe halfway across our scale.

So people can't commit to something that they can't see, and they can't commit to something that they don't understand. So we must make it clear, we must make it specific. We must include them in it. In the

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Disney organization, one of the things they've done back since the days of Walt is a great job of creating a future picture and putting people in that picture psychologically, helping people what would it look like, feel like to be there so that they understand it, they can see it, and they get it. And the more that we can do that, the better chance we've got. People can't commit to something they can't see and don't understand. The power of vision in this process is important. We must create it, and then we must engage people in it.

So we can actually let the team help us co-create that vision at some level. But there's got to be a starting point, and that's the job of the leader. So how do we get started? Well, first of all, we set a vision, as I've just said. The second thing that we must do is set a cultural expectation. Not an edict, this is thou shalt be committed because that's not going to work anyway. But we can set an expectation that looks at what is valued in this organization is commitment, what is expected over time is higher levels of commitment, what is rewarded is that. So it's in a conversation that talks about helping people move past. I can remember many conversations on my team where people said, "Well, if that's what we need to do, then I'll go do it." I'm like, "Well, I'm happy that you will go do it, but I'd really love for you to feel good about why we're doing it."

So in other words, in my head, I was trying to help bump people past yes, sir into I'm in. And so we can in every conversation we have get a sense of where people are on that scale and what can we be doing to help move them that way, to urge them, to encourage them to move in the direction of greater levels of commitment. We can share benefits of that with them. When we help people see the value. Here's the thing, I said earlier that we must believe that people can be committed. Some people haven't ever seen it for themselves either. So we must help them see it not just see that it's possible, but see the benefits of it. So we can set a cultural expectation of this, we start to move in the direction that we want to move. I saw this cartoon, I thought it was great because one of the things that we must also do is set an example.

We want others to be committed, we must be committed. We want other people to be accountable, we must be accountable. We want other people to be believing, then we must be believing. And so this little girl is looking at mom and dad. And mom says, "Where did you get the idea that it's okay to smoke?" Well, look who she's looking at. If you're not getting higher levels of commitment, one of the things we must do is look in the mirror and make sure that we are doing what's needed. If we're not, pretty hard for us to expect it of others. Well, I guess we could, but it's not likely to be very successful.

So another reason why that scale that I showed you is so important is that we must see where we are on it at any given time. Everyone is going to have days. But I'm talking about, where are we most of the time? So we must set an example. We must be patient. Not everyone is going to see what we already see. Not everyone is going to feel that sense of commitment immediately. People don't move from complaining to ownership in an instant. We must be patient, slow and steady wins the race. Be the tortoise, be patient, give people time, encourage and urge and support. And be patiently persistent, if you will, in terms of building commitment, moving people from compliance to commitment.

What I'm going to share next maybe hard, some of the things we've already said may be hard for you to do. This one may be really hard for you to do. I'm looking at those of you that are here, and I've had coaching conversations with some of you where I know that this is hard for you. We must be willing to relinquish some power if we want to create higher levels of commitment. And you're saying, "Wait a

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minute, Kevin, I've been all with you so far. I'm not so sure about this. What are you talking about here?" Well, here's what I mean. Number one, we must be willing to let go of things. If we want them to own it, we must give them the chance to. We must be willing to let go, we must be willing to share.

Now, I haven't used the D word, delegate because it's not just delegating, although that's part of it too. The vision has to be shared, which means we even have to let go of that a little bit. We have to be willing to share that ownership. We have to be willing to share those decisions. We have to be able to provide empowerment, which means letting them be empowered, letting them have influence. We must be willing to do these things. We must be willing to accept ambiguity. Well, why do I say that? Well, because if it's all my staff, then it's all good, right? There's no ambiguity. I know exactly where we're going and what we're doing. But when this becomes shared, when the ownership is shared, when people are more committed, we must accept their intent. We must understand that it's not going to all be ours anymore, we must be willing to accept ambiguity.

Any one of these might be really hard. But if we want the things that we've talked about earlier, one of these may be the lever you need to work on this month because here's the point. You're saying, "Wait a minute, Kevin, I'm the boss. At some level, isn't this the stuff that's supposed to be mine?" And I'm saying you can hold it and you might get above the far end of compliance, but you're never going to get over here where you really want to get unless you're willing to let go. Hold on loosely perhaps to quote a song. We must not get stuck in the fact that we're the boss and it's all ours. If we want them to be owners, we must share it with them. Others can't grab what you won't release, others can't take what you won't give. So if we want them to have it, we must let them have it.

When I was reviewing my notes today to get prepared for this, and I read this that I had written several weeks ago, others can't grab what you won't release. I said to myself, that's pretty good. And it's really, really true. So if we're not willing to let go, we can't expect them to be committed at the highest possible levels. So we must then, the natural progression of all that is we must trust more. I'm going to stop right here and say we've got a few more slides to go. And if this is impacting you the way I hope it is, if it's impacting you the way it's impacting me even as I share it with you, you're probably not thinking of questions at this moment. But I do want you to know that if you have them, of course, you can type them in and we'll get to them in just a few minutes. So I want to take that little quick break, and maybe you needed a break after I talked about you've got to be willing to relinquish some of your power.

You also must be willing to trust more, which is the natural extension of that. And that includes, we must allow others to be involved in or make decisions. And we must if we want them to be owners, if we want them to be fully committed. And we must trust their actions more. Now, let's back up. If the vision, if the big picture is crystal clear and shared, this is way easier to do. One of the reasons it's hard for people to let go of these things is because they think, well, they don't understand it all. Well, if we'll take the time and the effort to help them understand it all, then it's easier for us to let go, and it's easier for us to begin to trust because we know where their intentions are. And we can trust those intentions, that their intentions are honorable, they're wanting the very best for the organization and for our future as we do.

So we must trust decisions and actions and intentions, we must trust ourselves more, and we must to trust others more. In fact, I'm not sure it's possible to have a highly committed organization without pretty high levels of trust. I believe that they run together. Maybe we could have a lot of trust and not a

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lot of commitment, but we certainly can't have tremendously high levels of commitment without higher levels of trust. And if you think for a minute about a leader that you would think of as a command and control leader who just relies on compliance and I just want them to get it done. If you stop and think about it, there isn't a lot of trust there either direction, is there? And so it's important for us to recognize that these things are hooked together. We need to keep them hooked together, right?

If we want more commitment, we must create more communication opportunities in all directions, not just communications from us down, communications across, communications matrixed, diagonally, communications, up, down, sideways, every which direction, more communication needs to happen. It will happen naturally if people are more committed because they see the connections and they want to connect with that person in that other department because they want to help make things happen. We need more formal and informal communication. Every organization I've ever worked with, even highly functioning once, highly successful ones say we need more communication around here. Because it is the grease, it is the lubricant that allows us to create higher levels of commitment and productivity. And so we need to probably have more of types of formal and lots more informal communication up, down, and around the organization.

We need to create conversation and dialogue not just more PowerPoint slides. Now, let's be really clear that this particular mode of delivery and even the remarkable way in general because it's a one to many approach. For those of you that are in the full program, you do have the chance to get coaching from me at the end of the month. Hope you'll do that. And that's a chance to create that conversation and dialogue. Hopefully more of us will create more of that in our Facebook community. And hopefully if you're in an organization where there are many of you that are in this program together, that you can create that there. But in terms of this broadly in our work, we need to create opportunities for conversation and dialogue and not just one way sending of emails, not just one way PowerPoint presentations. And so we must think that through.

I'm going to stop for a second. We've got some questions here and I'm going to get to them in a second. I'm going to finish this slide and then I'm going to answer a couple of questions. We must have communication that is regular and consistent, that is formal, that is informal, that is conversational, that has dialogue, that includes a lot of listening. Super important. I am seeing some notes that say you're not seeing my slides, and I am so mad and sad about that. Let me see if I can fix that. That is not it, this might be. Hold on one second. Let me see if I can fix what I didn't think needed to be fixed. Let me see if that helps. I am so sorry everybody.

There's a comment and a question that came in that said that I struggle with over commitment. I have a lot of things I want to be committed to. So that's a super important point for us. We have to be ready and willing to say no. In other words, we must be willing to say no to the good to be committed to the best. And so that's something that if we struggle with, our teams will likely struggle with. Or if we continue to be excited and commit, we may be losing the opportunity for them to commit because if we keep grabbing it, then they can't have it. So maybe the challenge there is, I don't need to be less excited about committing to things, but I need to be more excited about getting the others with me in it and maybe that would be helpful as well.

We must have communication about the what and the why and the how. Why is so very important. I've said it several times. When people understand the why, all the rest comes along. People put in an

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unbelievable amount of time working on that barn floor and everything else about it. And it had very little to do with the barn floor, had everything to do with the why. And people will get excited about the work, and it won't be about the work, it'll be about the why. We must help people understand and find power in the why. That's where the power is. And so we must do that along with giving them what's in-house. We must talk about the why.

And we must be willing to work harder. I said earlier that this might make our work easier. And in some ways, it sort of does. But the reality is that when we let go of more, then we have to work in new ways, and we have to be attentive to new things, pay attention to new things, help in new ways. So in many ways, while we may think, well, if I can get everyone past compliance, that'll be really great. But in many ways, we must work harder once we are getting this commitment. And we must become more self-aware because that example that we're setting is incredibly important and right there, incredibly important and right there. So the question is, can we always get commitment? Because I'm guessing there's at least a few of you that are saying, "Okay Kevin, this sounds really awesome, but I'm never going to get Charlie," or, "Charlotte is never going to be committed." Well, first of all, there is a self-fulfilling prophecy in that.

But let me back up and say you may never get everybody on everything. That's okay. You may never get everybody on everything, but it's worth the effort to move the needle. And while you may not get everybody, don't settle for compliance with everybody because you have one person that you can't get past there because of all the value that will come to the organization and to those individuals that you can help move. So yeah, you may not get everybody. What I'm going to do, I'm going to call inaudible here since you couldn't see my slides. And I'm going to go back to this slide that I kept referring to since I'm so sad that you weren't seeing it. This is the slide that I kept talking about, the compliance to commitment continuum.

And just because you can't get everybody past being complaining or being indifferent doesn't mean that we don't work at it. Because this isn't about everybody, this is about most everybody. And the more people that we can move, and even if we move people from all the way on the left to the middle, that's a huge benefit for them personally and for the organization. So are we always going to get it? Maybe not. Do we even always need it? There are some times when we just need everyone, "This is a simple decision, we just need to move. And we need someone to inform people, and let's go." And compliance is good enough. I'm not saying that compliance is never necessary or even okay. I just think that we settle for it far, far, far, far, far, far too often. So of course, you have copies of the slides, you have them available to you. But I wanted to go back to that, go back through all these things we've already talked about.

We've got to be willing to work harder; we've got to be willing to be more self-aware. And what about if we're doing this at a distance? As always, I want to talk about the long-distance difference. And so to me, and when it comes to creating more commitment, when it comes to getting people past compliance and into commitment, it's all about more when people are at a distance. We have to be even more clear; we have to be even more patient. We have to create even more conversation; we have to have even more encouragement. And guess what, it may be even more important because it's so easy for people when they're working alone to become insular, become inwardly focused. And maybe the work

becomes the path. And we have to help them see that what they're doing is a part of something bigger and more important and more powerful.

They're not just doing reports, they're not just doing work, they're not just making phone calls, whatever their work might be. But rather their work is a part of something larger that makes a difference that is meaningful and powerful. So while we must be more patient and create more conversation, create more encouragement, it may even be more important for those folks that otherwise don't have a sense of the value that it could bring to them. Other questions? Anyone have any other questions?

I don't see any others that have come in at this point. So again, as always, some of you are not listening live. And so if you have questions, the thing to do is to send them to us in an email. The thing to do is to let us know so that we can get you answers. That's the first thing I would say. And the second thing is, for those of you that are on the full remarkable way, you certainly have the opportunity to get on a coaching call and ask me anything that you want later in the month. And hope that you'll do that. And if you're not, if you're in the digital version, you can talk to us about what that would look like to change it. But whatever way, whatever level of your membership, know that you can ask us questions anytime all month long. Send us those questions, put those questions in the Facebook group any number of ways. We'll make sure that we get you answers.

I hope that you know that we're committed to helping you get answers throughout the course of the month. So here's your question for the month, your daily habit question. How can I create greater commitment today? What can I do today to create greater commitment? Incredibly important. We must think about it because we won't make the moves to move in that direction unless we're doing it. And there are things we can do every single day to do it. What are you doing today? How can you create greater commitment today? That's my challenge for you. So as always, where else can you use these ideas? Where can you apply these ideas? When you think about that, you have the chance to practice these skills in other areas. The example that I used was not work related at all that I mentioned to you. And yet I learned as much about a team's commitment and people's commitment to something and the power that came from it, from that project as for many that I've ever been involved in. So there may be lots of ways that you can think about this, volunteer organizations, any number of places where you can use these ideas and practice them and get better at them. And here's another thing. As you work on being more committed yourself, because as a leader, you're also a member of a team. And so as you work on these skills yourself, you create the opportunity to build those in others in part by your example, but also because you begin to see the power of it. And certainly, as always where are you going to start, how do you get started? I hope you do get started because it's in the starting, good things begin to come.

Remember always that we move towards our potential when we turn learning into action. I want to say that I'm sorry. For all of the hundreds of webinars that I've done, I didn't have the screen turned on for you, and I apologize for that. You have the slides; you can look at the slides. And hopefully, maybe you were doing that as we went. I apologize for that again. But hopefully you see the power in the content of this month because I believe it's as powerful as any that I've shared if you've been a member for a while. And if it's your first month, hopefully this is an awfully good start for you to think about the power that we have as a leader, the power to create a committed workforce, a group of people that are all

bought in, owning, believing, and caring in what we're doing. And that when we create that miracles literally can happen.

So I challenge us all, I urge us all, I encourage all of us to think about that. And I hope that you'll do that. And I look forward to talking to you all throughout the course of the month answering any questions that you have and continuing to help you think about this. Thanks everybody so much. We'll see you all real soon.

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