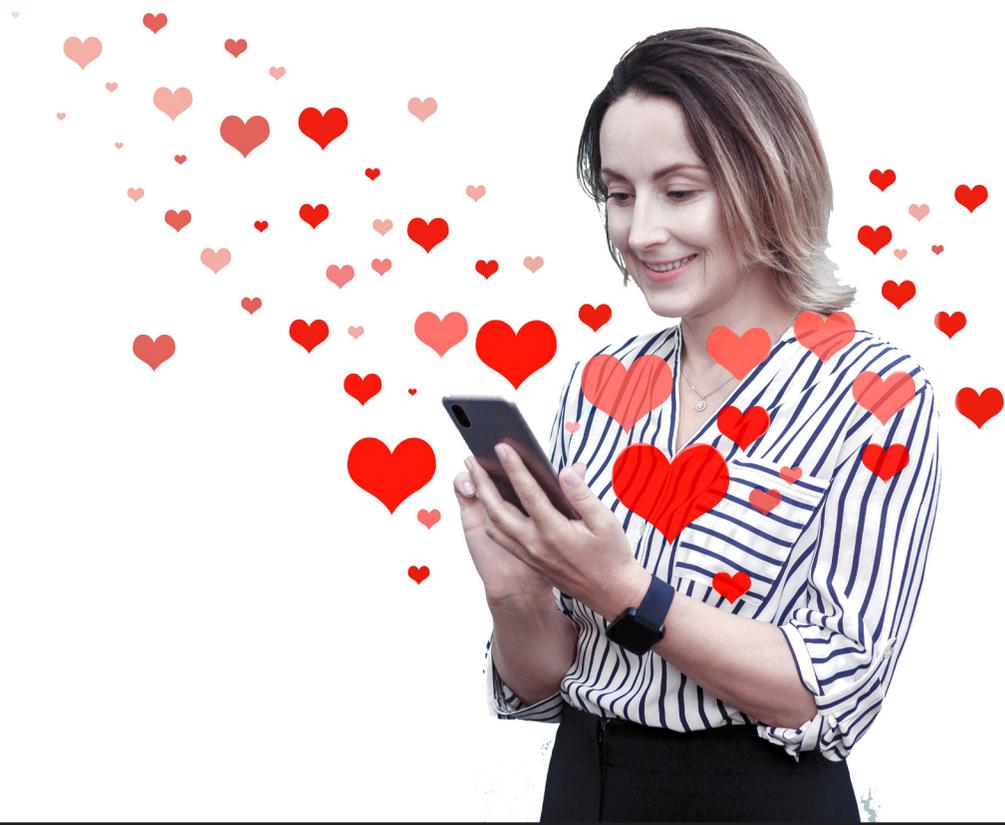


Blind Spots Holding You Back from Success:

#4 Fear of Commitment

Jitka Javji
BLINDSPOT NAVIGATOR



#4

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#4

Blind Spots

Fear of Commitment

What is Commitment?

According to the Webster's dictionary commitment is an agreement or pledge to do something in the future. Pledging resources to something. The state or an instance of being obligated or emotionally impelled to do something.

A lack of commitment can occur when you treat your promises casually. If it gets done it gets done, if its late, it's late, we'll get it done when we do. It can show up in a lack of emotional commitment because you don't believe in the project, your heart isn't in it, or you are not fully engaged in seeing things through to the end result. Sometimes, a lack of commitment comes across as wishy washy because you don't take a stand for what you believe, or you don't really care either way. All of these behaviours and attitudes can be attributed to the lack of commitment blind spot, which will impede your success and that of your team.

When people aren't committed to anything, it can mean they were not held accountable in the past, so they do not believe it matters if they keep their word, deliver on time, or show up. In business a lack of commitment happens because the right questions haven't been asked due to not trusting the process.

"Commitment isn't about consensus – it's about leaving behind ambiguity to bring about a solid course of action."

My Story

When I read Robin Sharma's book, the 5am Club, I decided to commit to the process. In the book he says, "Own your morning, elevate your life." The idea is to get up at five and do 20 minutes of cardio, 20 minutes of reflection, meditation, or journaling, and 20 minutes of personal development. Doing these activities first thing in the morning gets you in the right mindset to take on your day. You start at 5 because the hours of four to six are the most peaceful hours. I committed to this morning routine on December 24 of 2018 for six months and my life changed.

I credit my commitment to this process to the positive changes in my life during 2019. I discovered what I wanted out of life and where I wanted my business to go. Every day I committed to everything I said I was going to do including courses on public speaking to become a professional speaker.

And then life got in the way.

At first, I was committed to the 5 am club, then it became the 7am Club, then when I felt like it and my personal development stag-



nated. My business stagnated. I wasn't going through the process and my results reflected my lack of commitment. I recommitted to the 5am club January 2020 and found my drive, motivation, and opportunities. I'm committed to growth and personal development and it's made a difference in my life, but I had to commit to myself.

The first step to positive change is a commitment to yourself. You have to commit to creating the life you want. A mentor I look up to helped me to get where I am today. He helped me to work on this exercise called life, which is by designed by us.

I get teared up every time I talk about this change in my life because I tried to make changes throughout my life, but wasn't able to achieve the results I wanted. For example, I tried losing weight through different diets and I didn't achieve long term results. Then I met my mentor and we started talking about creating the life I wanted.

He asked me what the life I wanted look like? I didn't understand what it looked like, what I wanted. I went to a personal development seminar for professionals one day and the facilitator asked what we wanted. Everyone stood up to explain what they wanted for their businesses, careers, and professions. The Lululemon staff was there and when it was my turn I stood up and said, "I want my company to be like Lululemon because they're so engaged, and they love everybody. Look at you guys. You are all here." Then I sat down and didn't think about my answer.



START

NOW

During the next break a Lululemon manager came over and asked me, "What did you mean when you said you want to be like Lululemon?" I said, "I like the way you guys are, your culture." She then asked if she could come by my office the next day to go through an exercise with my team. Of course, I invited her to visit. She had one condition, for all the members of my team to be committed to doing the exercise. "No problem."

My whole team showed up the next day and agreed to participate in the exercise. She gave us some paper and pens before asking us, "How do you want to feel in 10?" Where are you going to be? Where are you going to wake up? Who are you going to wake up with? What are you going to be wearing? What are you going to be smelling? What will your day look like? At first, I created a checklist which basically was a list of my present life, but better. That wasn't what she wanted. She was asking us to write a story full of emotion and details we could see in our minds. It is easier to commit to a future life when it is a story full of emotions and details, rather than a sterile checklist. That was 7 years ago, and I am 80% closer to the life I dreamed of that day.



Behaviours

Your blind spots affect every aspect of your life, how you show up in relationships, and how you react to others. Every single one of your actions causes either a positive or negative impact on others, who then react either positively or negatively towards you. This cycle can cause an issue to escalate out of control or an emotionally charged situation to explode. In a professional environment these reactions can impact a person's future opportunities for advancement and the team's effectiveness to succeed. As a leader, you will need the tools to understand the situation and how to defuse any negative emotional build up.

**What does a fear of commitment
in an organization look like?**



Fear of Commitment Behaviour

We behave in certain ways when we aren't committed to the process, the plan, the people on our teams, which affects our ability to succeed. Leaders who fear commitment will create ineffective teams because they are creating an environment of uncertainty. Here are some of the behaviours fear of commitment creates in people.

In Sales:

Commission sales staff who are not committed to the process, the position, or the company are distracted. They are late for meetings. They have inconsistent results and spend more time looking busy than being productive. They have 2-hour martini lunches, stop working early most day, and at noon on Fridays. They miss their quotas or barely meet them by bringing in sales at the end of the month. They will promise customers anything but can't be bothered to follow through. They live by doing what they want, hitting the easy button, and handing in paperwork full of errors. They do not strive for excellence.



In Management:

Leaders who aren't committed are easily distracted and lead astray. They do not communicate clearly because they are balancing on a fence trying to keep the peace to make everyone happy, regardless if what they want will lead to the organization's desired results. They are more concerned with their own careers, goals, and desires than what is best for the team or the organization. A leader who is not committed is always looking for the next opportunity for them instead of producing the best results for the one they have.

In Service:

The commitment will only happen in the customer service if they understand what they're committing to. It is easy to put numbers on the customer service department to increase efficiency however you can't quantify relationship building through numbers. In the technology industry, we used to have to close 25 tickets a day. The team committed to the task and closed 25 tickets a day. However, the next day we opened up 30 because 20 of them were done wrong. They were given the wrong commitment. The commitment needed to be, bring success to 25 clients today to ensure the real problem is solved. This way the team took the time to understand the core of the problem, what the customer needed, and completed the tasks to provide the right solution.

"If you realize there is a lack of commitment on your team you need to first determine what you want the result to be and what you want them to commit to."

Committed Behaviour

When we are committed, it shows and everyone wins because the environment is one of collaboration, productivity, and support. Leaders who are committed to their people have direction, clear expectations, and drive results. Opportunity flows to committed teams because they work together to get the job done.

In Sales:

When salespeople are committed to results they will own the process and ensure what they promise is being delivered. This means they take the time to understand the client's needs and know how the company can meet those needs. They then do the necessary steps to drive the process forward. They get up every morning and do the tasks to move towards the results, even when they don't feel like it. This means they make the calls, they arrive to meetings on time, they take responsibility for their results. These are the professionals who believe in excellence in everything they do.



“To ensure your team is committed to drive the organization forward, you need to communicate why you are asking them to do certain tasks.”

In Management:

Leaders who are committed focus on the goal and meeting that goal by ensuring the daily tasks are completed, their team is motivated, and everyone is focused on the same result. They understand the company's vision so they can assess new ideas and concepts based on whether they are in line with the values and goals of the company. They add new tools for their team when they are in-line with the current direction towards results. Squirrels and shiny objects do not distract a committed leader.

In Service:

Client service teams who are committed to the process will follow the procedures laid out for them by leadership. When leadership trusts the service team is committed to the vision and goals of the company, they can be given some autonomy to solve more client service issues before they escalate into larger problems. Committed client service reps understand how to walk the fence between a customer's demand for satisfaction and the need to protect the company from giving away the farm for the sake of customer satisfaction. It isn't easy to be committed to the customer and the company at the same time.

Checklist

- Uses hedging language
- Refuse to give a clear yes or no
- Avoids committing to a specific date or deadline
- Makes promises but does not deliver
- Avoids being held accountable
- Talks a good game but has no actions to back it up
- Lack of follow-through
- Resists making an authentic commitment
- Complies and goes along to get along
- Isn't enthusiastic
- Has a wait and see attitude
- Resigned to the status quo - nothing will change
- People don't know what they stand for
- Publically agrees but doesn't provide real support
- Revisits the same topic over and over
- Takes a long time to make a decision or won't make one
- Lack of a clear position on most topics
- Changes their mind often are seen as wishy washy
- Tolerates indecisiveness
- Risk adverse

Checklist

- Knows what they want
- Say what they mean and mean what they say
- Has a track record for completing tasks on time
- Takes calculated risks to ensure results are delivered
- Meets deadlines and KPIs consistently
- Can count on them to get the job done
- Decisive
- What you see is what you get
- Takes responsibility for actions
- Know where the person stands on an issue
- Makes his opinions known and supports teammates
- Negotiates to ensure win-win
- Mediates conflict
- Will take responsibility for mistakes
- Is enthusiastic
- Asks for help
- Focused on solutions not problems
- Participates in discussions
- Acts for the good of the team
- People trust them

Which List has the Most Checks?

If there are more checks on the first list than the second, you might have issues with commitment on your team. Lack of commitment will lead to obstacles and delays on projects.

Ask yourself.

Do you make promises but conveniently leave out when something is going to happen?

Do you delay making decisions or avoid making them altogether?

Is your team performing to their potential?

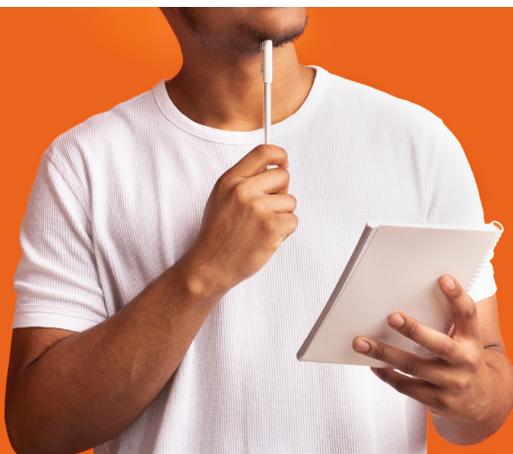
How does a lack of commitment affect your team? Either your lack of commitment or a member of the team's.

Are you meeting deadlines?

Does your leaders bring work to your team because they know you will get it done?

When your team didn't commit to a project, what was the reason and how could you have inspired them to commit?

Why is commitment easy or difficult for you?



Commitment

When team members are unwilling to weigh in and share their opinions, they are not going to commit to whatever decision is made. A team which fails to commit, creates ambiguity amongst the team about directions and priorities. They will miss opportunities due to excessive analysis and indecisiveness, which breeds a lack of confidence and a fear of failure. They may reverse their discussions by constantly changing their minds or second guessing themselves. A clear sign of this is if a team continues to talk about the same issues over and over because they are not committed to the process they previously agreed to or didn't have an honest conversation about the core issue.

To develop commitment in your team, you will need to communicate clearly, engage everyone, and ensure you have discussed the real problem to come up with the right solutions for your team. By developing a process, you will create boundaries and as you create boundaries you will define consequences to encourage commitment. The key is to commit to the boundaries as a leader to be clear about your expectations and the reasons why tasks must



be done within the agreed timeframe. If you do not commit to the boundary, your team will not commit to the process because if you don't care that they don't meet their commitments, they won't.

Organizations aren't succeeding because they are not committing to the process, the KPIs, or the desired results. To ensure your team is committed to drive the organization forward, you need to communicate why you are asking them to do certain tasks. If you realize there is a lack of commitment on your team you need to first determine what you want the result to be and what you want them to commit too. Have you discussed with your team what commitment looks like and why it is important to ensure the result you are working towards?

For example, if an automotive sales manager wants to increase sales next month, he will ask his sales team to increase the tasks which lead to sales. He may say, "Call 10 prospects a day to go for a test drive in the new SUV." The sales team starts calling 10 prospects a day to increase test drives, but the sale won't happen because the sale was to come for a test drive, not buy the car. Now, if the sales manager said, "Reach out to 10 people to see what their transportation needs are and communicate how we can help them meet those needs." It's about committing to the process of helping people solve their transportation problem, not selling them a test



Excellence is
not an act, but
a habit

drive. This process will help the salesperson understand why the potential client wants to buy a vehicle. When the salespeople understand their job is uncovering the client's why and not just trying to sell them a test drive, they will trust the process because they understand why they are doing it. When they trust the process, they will commit to it.

A lot of people feel commitments are KPIs, numbers, tasks that are easily measured in numbers. However, a commitment happens when people understand the reasons, they need to do the tasks you've asked them to do. If a person understands we have to get an email out to 4000 people by June 1st to give them five days to RSVP for the event on June 6th? The team member now understands that if she doesn't get the email out by June 1st it will affect the result, which is attendance at an event on June 6th. If she doesn't complete her part, then the whole project is affected. There is a clear commitment, reason, and consequence. If the team member does not believe sending out emails to 4000 people matters to the end result, she may miss the June 1st deadline or sent the wrong message in the email because she did not understand its purpose. There must be buy-in and understanding about why the task matters.

Ask team members, "Do you know why we are doing the project and what end result we want?" Don't tell them, ask them so you know they understand and get buy-in from them when they explain it in their words. If they don't know the answer, have a conversation about the project, what it is, and why the team is doing it. You have to be willing to go back to trust and conflict conversations to build



the team's commitment.

Let's say we're running a tracking field baton race. If I kind of give you the baton, are you going to be able to grab it and run your leg of the race? You'll probably drop it or engage in a bit of a tug of war. If I trust you and know you are committed to getting the baton across the finish line, I'll let go as I pass it to you because I trust you will grab ahold of it and run with it. If your team is committed to the end result, you will know the results your team wanted will be achieved.

Teams who demonstrate a lack of commitment to their goal breed a lack of confidence and a fear of failure, which results in inaction and indecisions. When a team member is not committed to the results, they will cause friction, delays, and second guessing by constantly questioning the process and direction the team is going. They will cause re-analyses and debate initiatives without taking action or producing solutions.

This results in animosity, as members of the team who are committed and accountable feel resentment toward those who don't pull their weight. People think, "Why am I doing so much more than this person? If this is the level of commitment that's expected, then I can dial my commitment back to match." This, in turn, can drag the whole team down and derail any positive progress toward achieving results.

Commitment isn't about consensus – it's about leaving behind ambiguity to bring about a solid course of action





Likky helps leaders find their Blind spots to gain control of their businesses and relationships. He is a sought after keynote speaker and corporate leadership coach.

For businesses to excel they need to search for organizational and personal blind spots because they are why we fail to have authentic connections with people. They are the reason we struggle to find our purpose and passion in life and why we don't have a clear focus to get the outcomes we want in our work and our lives.

Getting to the source of what's driving our behaviors requires vulnerability and a willingness to accept how we show up to others, which can be uncomfortable. Especially, if we are not ready to accept our flaws and faults.

Contact Likky Lavji

Facilitation | Keynote Speaking | Consulting

604-541-8957 | success@dantegroup.ca | likkylavji.com