Gaining Commitment

*Using appropriate interpersonal styles and techniques to gain acceptance of ideas or plans; modifying one’s own behavior to accommodate tasks, situations, and individuals involved.*

**Key Actions**

- **Opens discussions effectively**—Describes expectations, goals, requests, or future states in a way that provides clarity and excites interest.
- **Clarifies the current situation**—Seeks, gives, and summarizes information; ensures that the situation/issue at hand is understood.
- **Develops others’ and own ideas**—Presents own ideas; seeks and develops suggestions of others; makes procedural suggestions.
- **Facilitates agreement**—Uses appropriate influence strategies (such as demonstrating benefits or giving rewards) to gain genuine agreement; persists by using different approaches as needed to gain commitment.
- **Closes discussions with clear summaries**—Summarizes outcomes of discussions and establishes next steps if needed.
- **Uses Key Principles**—Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).

**Questions**

1. What techniques have you used to gain acceptance of ideas or plans? Give me an example of a time when you used one of these techniques.

2. Not everyone agrees with our decisions. Tell me about an unpopular decision you made and how you gained acceptance from others.

3. Describe a face-to-face meeting in which you had to influence a very sensitive person. What techniques did you use? What happened?

4. Tell me about one of the most difficult one-on-one meetings in which you had to gain someone’s agreement with or commitment to an idea or plan. What did you do?

5. What are the most successful techniques you’ve used to gain others’ agreement? Describe one or more of those techniques.

6. Once you gain agreement to an idea or plan, how do you ensure that the agreed-upon actions are taken?

7. As managers, we are concerned about people whose performance is less than satisfactory. Tell me about a time when you gained commitment from a peer/team member/direct report to improve that person’s performance. What did you do?

8. Occasionally we need information and contributions from other people to be effective in our jobs. Describe what you’ve done to ensure others’ participation in one of your projects.
9. Often we must convince others of the benefits they will realize from committing to an idea or plan. Describe how you’ve demonstrated the benefits of a plan or idea to gain someone’s commitment. What happened?

10. Tell me about a time when you influenced an associate to take on a difficult assignment that was beyond the scope of the person’s responsibilities. What did you do? What happened?

11. Tell me about a time when you worked with a direct report/team member/peer to develop an idea or plan. Describe what you did to gain this person’s commitment.

12. Tell me about a time when you needed to persuade a team member/peer to change his or her mind about something. What did you do?

13. Give me an example of a time when you influenced others to do a job in a new and different way.