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Musings

#79: Get Buy in from the Team

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In today's world, it is important to get buy-in. Military models of authority-based leadership don't work anymore. The team needs to understand and support the cause.

Buy-in is critical as you take the strategic vision and turn it into operational plans that must be executed by others. You want full energy and enthusiasm for those plans so the team needs to understand how it all comes together.

Some thoughts on this from Kelly Page, the Director of Bennett Labs: *"If a leader/manager and their teams have too many ideas and too many priorities, plus all big ideas and priorities or their leadership flip-flops between ideas as to why ... it can impact a team's performance. Teams also need to be a part of the conversation not just as to which priorities are important strategically, but how they will work towards them and achieve any goals or targets operationally. People need to see themselves in the work, as well as the why of the work. This is especially important when we pivot or need to be agile."*

Teams also need to understand how everything comes together because they will have to make judgment calls. Plans cannot cover every contingency and things will happen. At that point, the team member will have to make a call --- like a player making an adjustment to a called play by the coach -- and it is all about judgment. If the team understands the moral foundation of the organization (which hopefully is embedded in the culture) and the strategic vision, the judgment call is easier.

Getting buy-in can't mean that decision making is all made by committee and the leader loses his or her ability to run the show. The process best works when it is built into the timetable and the team sees things in draft form and has chances to comment and recommend changes. The leader needs to lay out "the why" and thoughtfully consider recommended changes. Then, the leader makes the call.

To quote Colin Powell: *"When we are debating an issue, loyalty means giving me your honest opinion, whether you think I'll like it or not. Disagreement, at this state, stimulates me. But once a decision is made, the debate ends. From that point on, loyalty means executing the decision as if it were your own."*

Back to work.

Jml

Second Thoughts

WHO backtracking on lack of asymptomatic transmission of Covid. [who-scrambles-to-clarify-comments-on-asymptomatic-coronavirus-spread-much-is-still-unknown](#)

Our current culture has a propensity to develop narratives. Like a Shakespearean play, there are protagonists and antagonists, good and evil etc. The media is a major contributor as it seeks to “tell an emotional story” to drive viewership and fill up 24 hours. I encourage you to stay inquisitive, question narratives and do research. In essence, I am encouraging you to develop a progressive model of education. The Reggio Emilia model for primary school was invented in Italy following WWII. The town’s educational establishment had been destroyed and the leaders never again wanted its citizens to “blindly” follow like they had the fascist Mussolini. Students “own” their learning and are encouraged to ask questions and inquire.