



IN THE CASE OF A CANCELLATION

No Sponsor goes into a training with the dominant thought of it being cancelled, but enrollment can at times be much greater of a difficulty than anticipated, and there are times where the very painful decision must be made to end a training before it starts.

If you are aware of the costs (not just financially speaking, although that is certainly a big part of it!), and if you go in with eyes wide open to the ripple effect of impact, it does not become a “what if” kind of fear. Instead, it can be a resource and much more of a sobering reality of what it means to fully embrace the stand you are making for your community, as well as knowing the rigor of what you want to call your team up to early in the process.

DYNAMICS THAT CAN SOMETIMES LEAD TO A CANCELLATION

- Overall lack of specifics in conversations around enrollment.
 - a. “I reached out to them and they’re not getting back!” might mean I’ve emailed once 2 weeks ago or might mean I’ve called them to leave a voicemail and followed right away with a text asking if we could connect, then called and texted twice more in the following week. What is it for them?
 - b. “I’ve been talking to so many people” could mean I reached out to my three good and non-risky relationships in the past 2 weeks, or could mean, I have a list of 30 and I called all 30 within the first couple of days and connected or left voicemails, and now I’m faithfully pursuing follow-up by texting/calling for a conversation to check in on their vision and how this might support them.
- Lack of team chatter.
 - a. If the team “goes dark” frequently on the group messaging, or if one or two team members seem to never really respond, it creates a lack of cohesion, and a general complicity that this isn’t important enough to all have on our radar. Lack of chatter also lends to forgetting about the training and potential conversations for days at a time, and can promote isolation.
- Team members didn’t know what they were “getting into.”
 - a. As Sponsors, it may feel/seem like you’ve talked to your team members ad nauseam about what the team process would look like, championing people in their vision and in being personally at stake with them and getting clear one way or the other if this training will support them. Then, you hear someone saying they had no idea about the enrollment emphasis in the process. Be as clear and repetitive (especially with new team members) about this upfront, and check in along the way with how they are relating to team process expectations.
- Unwillingness to release “team anchors.”
 - a. Prior to your first moment of team selection at your first team meeting, trainings that sometimes lead to getting canceled are the ones where the Sponsor and Team Captain

were trying to “be nice” and ignoring warning signs from team members who really weren’t up for “taking themselves on” in the team process. Often these are the team members you may LIKE but if you’re honest will not be willing to risk at the high caliber of transformation we’re in turn asking participants of our own training to risk at. Or sometimes, they are the team members who are unwilling to receive feedback and shift, or they are more focused on their specific “job” role on the team, and not on enrollment. Other times, you may just notice they are requiring extra energy from you, the Team Captain, or Coach, which is detracting from the energy needed for being with other people you’re conversations with about the training.

- b. Once a Sponsor and Coach are clear that a team member is any of the above mentioned, and they are unwilling to shift in a NEW way, if the Sponsor is unwilling to release the team member from the team, that one (or two+) team member(s) end up lowering the bar and the overall unity and caliber, fun, and excitement of the team vision.

— Preference for fantasy over reality, and for transformational “insights” over results.

- a. Choosing fantasy over reality sounds like:
 - “I am going to enroll 10 people!” But they are only talking to 25 people.
 - “I don’t know why all these people who are ‘Yeses’ are now suddenly ‘No’s’ and I have no idea why.”

- b. Choosing to hold on to “transformational insights” over results sounds like:

- “We had the most amazing team meeting/coaching call/buddy call ever! Everyone cried, this person broke through, etc.” But there are no specifics about agreements, names of people in conversations and by-whens, no clear and measurable outcomes for personal vision agreed to.

— Acquiescing to the loudest voice on the team, or withholding from being the clearest voice.

- a. A Sponsor relinquishing their thoughts/vision/voice because they are allowing the Team Captain or another team member to learn to lead when they should be responsible for the overall tone, vision, and clarity of conversation throughout the team process, calls, and meetings. Lead by example, coach team members along the way. You decide the precedent that is set. Don’t be afraid to be interruptive as needed.

— Little to no enrollment, or poor enrollment for the Intro to Transformation Workshop and/or Info Calls.

- a. It is a red flag for the Sponsor if the team is not onboard, clear, and enrolling people into creating a full and participatory ITT Workshop and/or Info Call.

Any of these dynamics can be flipped and can be powerful insight into what an abundant and transformational team process could look like! Treat the “lack list” above like an “opposite” list of best practices for successful teams and emphasize that! Such as being specific, encouraging frequent and committed team chatter and so on!

GENERAL GUIDELINES FOR A CANCELLATION

This document will never outline for you all of the dynamics and greatly nuanced possibilities based on your location, your team, and your training. However, these are broad guidelines to

be aware of and to consult with your Coach on, should this be a potential for your training as you are approaching your training with low and slow enrollment. If you are reading this preemptively and are not in the last 3+ weeks of your team process, please do not emphasize “minimum” number standards to your team and make fear/scarcity/“what-ifs” the focus. It’s your job as the Sponsor to count all the costs in advance, set your vision, and keep the team focused on that compelling narrative and for you as the leader to set the tone in both hope, and in creating results. Otherwise, you will enroll the team into panic over urgency, scarcity over abundance, lowering the bar rather than “fully enrolling” people and not cutting corners on getting clear on their vision, participation, and working out what’s needed for financial and logistical options to be in the training room.

Mile-Markers for Enrollment

— If your team goes a week without one enrollment (outside enrollment or directly from team), that is one piece of data that something needs to shift. What themes are you, your Team Captain, and Coach noticing? What will you own and go first in clearing/repenting of and going again with new agreements in place that could set the tone for new movement? Open it up to the rest of the team to see ownership/contribution, clear, go again, and create new agreements and strategies. Review the above list of dynamics that can sometimes lead to cancellation. Stay closely connected with your Coach in that conversation.

— If you go more than two weeks without one enrollment, same as the above, but AGAIN, and in another new way. Set the tone for ownership, hope, and action with specific agreements in place. Up your level of rigor with yourself and your core team in ramping UP the communication with individual team members by phone, and on the team messaging chatter (the is assuming the team is ALREADY doing buddy calls, team chatter frequently, and one-on-one extra core team or team member calls/connections as needed).

— If you are 20 days out from the close of registration and you have less than 10 enrollments, that is a red flag yet again that something major needs to shift. Make sure your Coach and Team Captain are closely and urgently in conversation about what’s wanted and needed. Try even more NEW outside-the-box ways of going again, and don’t let up, rather press in harder than ever to the vision and the specifics of what it will take. The Coach at this point will be in discussions with the Director of Communication to be connected about what’s needed for additional support as well.

— As for making the decision about when a training will be canceled and who makes the final call, and for how many participants, this is where it becomes a very personal case-by-case and the trainer makes the final call based on a wide-range of variables such as: how many people for that particular training are needed for it to be valuable for all, who is currently enrolled and how well are they enrolled, how many registered are flying in, what people are coming that are then in-turn using this as a platform to create another team in their own community/area, is this a brand new area or more training opportunities are coming soon for people, and most importantly, the data on not only the current registrations, but the other conversations (Yeses, Strong Possibilities, Possibilities) and the likelihood of having more enrollments prior to the registration deadline but not TOO late for the Sponsors to make the very difficult phone calls to those currently registered or in the process of rearranging their lives/schedules to come and let those registered know it is no longer happening.

If the Trainer Officially Confirms the Training is Canceled

****A training is never officially canceled until you are notified directly from the Director of Communications passing on word, or directly from the Trainer themselves that it's time to make the calls about cancellation.*

1. Sponsor Calls:

— The Sponsor is responsible for calling every registered and paid participant within 24 hours of finding out from the Trainer of official cancelation.

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etting them know of the circumstances, being as gracious, respectful, understanding and open as possible when allowing them to respond however they respond and acknowledging and taking full ownership of the impact with no excuses.

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n addition, refunding their full registration money immediately, understanding there will be a approximate 2.7% loss on your end because of the Credit/Debit card transaction fee when they first paid).

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ffering the option to transfer their registration money to an upcoming training (if available) and if they are willing/able to attend.

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oing a follow-up call 1 - 2 weeks later for any additional repair, as needed or as wisdom would call for.

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— The Sponsor is responsible for calling every person who had not FULLY registered, but had completed either a payment, or partial payment without registering online, or filled out the form online but was in process of sending payment.

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ame as above, but specific to that person's situation.

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— All team members individually to follow-up with most likely a group announcement made to everyone that the training was canceled to:

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reate ownership, room to debrief, and potential repair as needed.

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ake sure that they are committing to a swift and diligent outreach to all of their remaining possible conversations still in motion about the training, as well as a second follow-up for anyone they knew personally who was already registered.

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— Anyone else that you are connected to who is counting on this training, or has outside enrollment conversations going on that you need to notify right away.

### 2. Debrief Call:

The Coach will initiate a debrief call between the Trainer, Sponsor(s), team captain, and Director of Communication.

### 3. Trainer/Coach/GAP Payment:

Per the e-signed "Sponsor Agreement" ([www.gapcommunity.com/sponsoragreement](http://www.gapcommunity.com/sponsoragreement)) prior to the training registration being posted on GAP's online training page, a percentage of the total fee will be due to the Trainer, the Coach, and any flights purchased would need to be reimbursed to GAP on the GAP online donate page. These payments should be made no later than the final date of when the scheduled training would have taken place.

### 4. Location, etc.:

Make any necessary calls or arrangements with the location where the training would have taken place, any insurance companies you had an agreement with, and any volunteer grads who had committed to coming to the graduation, and/or to support with registration, food, confirmation calls, prayer, and so on.

*Transformation of any beautiful and unprecedented kind will by default require much more of you than you have, which is why we give everything we have, and we do so prayerfully and with expectancy, knowing that we have a God who partners with us in a vision that will pull us through the pain of transformation. So let's not be surprised when we encounter adversity, frustration, discomfort and pain, and let's call one another through it to be wiser, more refined and NEW people on the other side.*