

To build a shared understanding and collaborative working with staff, peers and stakeholders it is beneficial to have different but specific questions to promote awareness and inclusion and also achieve the best results.

To understand business objectives

- What would you like to achieve? Tell me more about..
- If I could grant you one wish, what would it be?
- What would you like to happen that is not happening now, or what would you like not to happen that is happening now?
- Is that realistic?
- What's your vision of how good it things can be? Can you paint a picture of this?



To understand personal motivations/ currencies

Before the interaction, consider what might be important to the other person and how you can frame your offer to support their motivations -



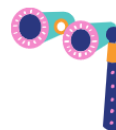
- Inspiration related – doing things really well/ excellence, significance for organisation
- Task related – obtaining resources, increasing skills, receiving support, information
- Position related – recognition, visibility, reputation, importance, contacts/ networking
- Based on relationship – closeness/ friendship, being understood, receiving personal support
- Personal – appreciation, ownership and influence, affirmation of values, self-esteem, identity, avoidance of hassles

Problem identification

1. Tell me about the issue/problem. What is the issue?
2. What's really concerning you about this?
3. Can you give me an example(s)
4. How would it be if you had sorted out the problem – paint a picture
5. What are the obstacles/ blocks preventing you from achieving this?
 - a. Are they blocks that exist in the person (skill/ knowledge, motivation, attitude)
 - b. Blocks that exist in others (anxious customer, manager etc.)
 - c. Blocks in the situation (inadequate resources, shift in deadlines etc.)
6. What do you think we should do? Jointly brainstorm ways around these blocks and possible next steps. Then agree approach, actions and timings.



To explore implications of research/ analysis/ insight and identify actions



- I have some observations/ insights/ learning/ ideas which I think might be helpful to you or your team, how would you like me to communicate them?
- What might this new insight mean for your customers? For your staff? For the business?
- Can you see any opportunities arising from this? What are the risks?
- Who should we engage with to share this insight?
- What could/ should you do to improve outcomes?

To develop new thinking



- Goal – What would you like? What outcome do you want?
- Reality – What is happening at the moment? When does this happen? What effect does it have? What have you tried so far? Can you provide examples? Where do you think you/we are on scale of 1 – 10 – and where do you want to be?
- Options – What could we do to change the situation? Are there other alternatives? Is doing nothing an option? What if... Who might be able to help? Would you like suggestions from me? What are the benefits/ pitfalls of these options? Rate each of these options 1 – 10? Would you like to choose an option to act on?
- Wrap up – What are the next steps? How can we take them forward? What might get in the way? What support do you need? How and when will you need that support?

To clarify



- It sounds like.... Can you tell me more about that? Would it be fair to say that?
- So, what you are saying is...
- As I understand, .. Would that be accurate?

Open questions



'I keep six honest serving men, they taught me all I knew,

*Their names are **What** and **Why** and **When**, And **How** and **Where** and **Who**'*

(Rudyard Kipling)