

# QUESTION POWER

**Questions are a powerful tool.** But most people haven't tapped into their full potential. To master the art of questions you must understand:

- The type of answers you are looking for before forming the question.
- What the question is doing for you and what it's doing for the person you're asking.
- When to use questions for **inquiry** (seeking answers) and when to use questions for **facilitation** (guiding discovery and generating productive and/or meaningful conversation).

	FACT-FINDING	FEELING-FINDING	PERMISSION	EXPANDING
OBJECTIVES	Investigate objective information such as scope, people involved, actions that have been taken.	Uncover speculative information such as feelings, opinions, values, or beliefs.  Review, analyze, and interpret situations and information with a different mindset.	Create opportunities to discover more and/or go deeper.	Continue the conversation to surface new information, ideas, or concerns.and/or feelings.
USES	<b>For you:</b> Clarifies scope and priorities. <b>For them:</b> Separates facts from speculation, assumption, and/or emotion.	<b>For you:</b> Identifies feelings, including areas of resistance, hopes, aspirations, and helps get to the root of the issue. <b>For them:</b> Utilizes a different mindset to imagine different possibilities, solutions, or outcomes.	<b>For you:</b> Sets the tone of exploration. <b>For them:</b> Establishes a level of trust.	<b>For you:</b> Gently pushes the conversation to allow for more to be uncovered. <b>For them:</b> Allows more time for thinking/ processing to uncover more thoughts and/or feelings.
PROBE Intensity: <i>light reflection</i>	Who...? What...? Where...? When...? Why...? How...?  Give me an example.	How did you feel about...? What did you think about...? What would you typically do in this situation? What's different? Tell me about a time when... Give me an example of... What did that sound like? What did that look like? What thinking lead you to...? You said...why do you feel that way? What has changed?	Would it be OK if I start with a few questions? Would you mind if I asked more about...? This reminds me of something you said earlier, can we go back to that?	Tell me more. What additional information would help? What else should I know?
PROVOKE Intensity: <i>thoughtful analysis</i>	What are the typical ways to address this? What big issues need to be addressed before...? What barriers do you anticipate? What have you tried before? What other options could you consider? What level of support do you have? What are the trade offs? How often does that happen? How will you define/ measure success? How certain are you of that? Did you ask...? Is that a fact or a preference/assumption?	What would demonstrate good leadership on your part? Could this...work? Why? Why not? Given what you know, what/how would you...? What do you think the impact would be if...? What did you like best/least about...? What were people looking for from you? How can you get a different perspective? How confident are you about...? How are you feeling about this right now? How could this backfire? How ready are you to act? Others? I've heard some others thinking/feeling...how do you think/feel about it? Tell me about your thought process for this. Are there any particularly sensitive subjects/items/issues? What assumptions could be impacting your thinking? What would you do differently next time? How does this support your short- and/or long-term goals? The goals of the team? The company? What questions are you asking yourself that you can't answer? How could you get the answers? What would the media say about the company if...? What would your customers say about the company if...? Put yourself in the other person's seat; what are they thinking and feeling? What's keeping you from action?		What am I missing? Say more about... What was the highlight of... What questions should I be asking that I haven't asked?
EVOKE Intensity: <i>deep, imaginative, thinking</i>	What's the impact of...? What's at stake if we don't? What are you hearing from others about this? (customers, partners, stakeholders, industry leaders, trendsetters, etc.) What if...? How will this help the organization achieve its goals?	What would be the ideal/best case scenario? Worst case? What's your vision of success? What difference do you want to make? Why is this important to you? To the team? To the firm? If you could wave a magic wand and have anything you want in this situation, what would it be? If you could have/change/do just one thing in this situation, what would it be? How do the company's ethos and values factor in? What do you think the company would like to see you do? Imagine it is the end of the year. What do you hope to see? How would you like to see this handled/solved? What's at stake if you do nothing? What are you afraid of? What are you most worried about? If...wasn't an issue, how would you solve this situation? What would be the consequences if...? What's the risk?		