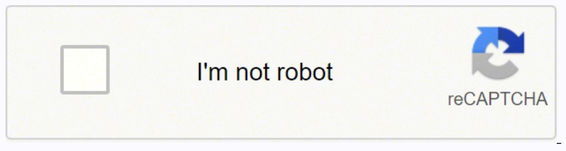

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people how to do things in the way you have been successful." Usually, as Jeff has observed, people become successful either through a very capable boss who taught them the ropes or through their experiential learning that resulted in a successful track record and steady career advancement.

Successful executives think they know the answers. "The problem with this," Jeff noted, "is if you do not create and maintain a working environment where you are always asking questions of your employees and forcing them to think, then you will probably never be any better tomorrow than you are today. Yesterday's solutions will not solve tomorrow's problems.

"I learned that you need to get to a different level of thinking if you are going to tackle tomorrow's problems—and who else is better to teach you how your environment is changing than the managers on the floor or in the trenches?"

Who is the founder of quantitative management theory. Who is level 233. Types of questioning skill. Meaning of leading question.

They prompt new ideas. And as leaders move up the ranks of an organization, they will undoubtedly end up leading people who perform tasks that the leader will not understand. The book offers a variety of principles and strategies for asking questions as well as numerous stories of how leaders from every type of organization have used questions to attain organizational success and personal fulfillment. It is asking more and better questions." Do you ever feel defensive when people ask you questions? Or we don't ask questions in a way that will lead to honest and informative answers. Published by Jossey-Bass A Wiley Brand One Montgomery Street, Suite 1200, San Francisco, CA 94104-4594 www.josseybass.com No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, Inc., 222 Rosewood Drive, Danvers, MA 01923, 978-750-8400, fax 978-646-8600, or on the Web at www.copyright.com. It offers a thorough analysis of different types of questions, and it describes the roots of great questions. Chapter 10 shows how questioning can strengthen entire organizations—sharpening strategy, vision, and values, and building the capacity for change—focusing on questions with both internal and external stakeholder groups. Organization Dynamics, 24(3), 36–48. I then contacted professional colleagues who worked with leaders worldwide to identify leaders who both asked lots of questions in their work and were seen as successful leaders by their colleagues and subordinates. HD57.7 658.4′5—dc23 2013047036 eISBNs: (epub) 9781118795118, (epdf) 9781118795064 To my mother, who taught me to love questions, and to my nine grandchildren, who love to ask questions of their grandpa Introduction Do you feel that people aren't providing the information you need? What's the problem with this project? Who isn't keeping up? This chapter also reviews the use of questions in orienting new staff, setting goals and objectives, conducting performance appraisals, and leading staff meetings, among other topics. I interviewed leaders around the world about their use—or avoidance—of questions. Over the past several years, I have asked individuals and audiences from around the world to identify leaders they believe use questions effectively. Some group members were fearful that they were the only one who had a particular concern (when, in fact, it was later discovered that many people in the group had similar concerns). When the Center for Creative Leadership studied 191 successful executives, its researchers discovered that the key to the executives' success was creating opportunities to ask, and then asking questions.¹ Consider these comments from among the successful leaders interviewed for this book: Chad Holliday, chairman of the board and CEO of DuPont: I find that when someone engages me in a question, it wakes me up. Recent disasters at Lehman Brothers, Barclays, WorldCom, Enron, and Arthur Andersen can be attributed to the lack of inquiring leaders. Of course, many leaders do ask questions constantly—questions such as these: Why are you behind schedule? What I came to realize is that solving others' problems is exhausting. So the point isn't that leaders just don't ask enough questions. Resource A provides brief biographies of the thirty leaders who shared their experiences in asking questions. Chapter 1 examines why leaders often prefer to provide answers rather than ask questions, and how limiting—and disastrous—that can be. What has been the impact of leading through questions on your organization? (1996). Most leaders are unaware of the potential of questions and needlessly endure a fractious, pressure-filled existence. They had increased their self-awareness and realized that there was wisdom inside them that could be unearthed with questions. Questioning. 3. I have greater self-confidence and a more relaxed attitude. Isabel Rimanoczy, partner, Leadership in International Management: I was working with pragmatic engineers who initially were upset that they were not able to get immediate answers and solutions to their questions. I have noted more and more frequently that leaders of the more successful companies tended to question others and themselves more often. Other sorts of questions are often no more than thinly veiled attempts at manipulation: Don't you agree with me on that? Gary Cohen, author of Just Ask Leadership, rightly observed that it is not possible for leaders in the twenty-first century to be a know-it-all, nor is it in their or the organization's best interest to try.¹ It is more important that leaders ask questions that move others to action and answers. My hope is that readers will change their style of leading and be more easily successful and fulfilled as leaders. Three resources are included in the book. I made an effort to get leaders from large and small companies, from public and private organizations, and from all parts of the world. Chapter 5 explores the art of asking questions effectively, examining how one's attitude, mindset, pace, and timing all affect the impact of asking questions. Robert Hoffman, executive director for organization development at Novartis: Questions have changed me immensely. Chapter 9 explores how and why questions can be effective in solving problems. Questions enable me to increase alignment, engagement, and accountability. What questions have been most effective? Chapter 3 explains the stumbling blocks many of us face in asking questions and tells the stories of several leaders who have overcome them and benefited enormously. Resource B describes how action learning develops questioning skills with leaders. The ability to ask questions goes hand in hand with the ability to learn. . They help us admit that we don't know all the answers. Yesterday's solutions will not solve tomorrow's problems. In Part I, I explain why questions can be so powerful for individuals and organizations. Great leaders ask the great questions. Throughout the pages of this book, you will find the experiences of leaders who lead with questions—and the questions they ask. Communication in management. If so, you are closing off the free flow of information and ideas your organization needs and potentially undermining relationships with those around you. Successful and effective leaders create the conditions and environment to ask and be asked questions. For more information about Wiley products, visit www.wiley.com. Neither the publisher nor author shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages. The problem is, we feel that we are supposed to have answers, not questions. We feel that asking questions—or being unable to answer questions addressed to us—may show that we are somehow lacking as leaders. Chapter 6 turns from the personal level to the organizational, offering detailed advice on fostering an organizational culture that is conducive to questions. Leading with questions : how leaders find the right solutions by knowing what to ask / Michael J. As this chapter demonstrates, active listening and following up are integral parts of the art of asking questions. Many of us don't know how to listen effectively to the answers to questions—and haven't established a climate in which asking questions is encouraged. ISBN 978-1-118-83222-6 (pdf)—ISBN 978-1-118-83010-9 (epub)—ISBN 978-1-118-65813-0 (cloth) 1. I learned that you need to get to a different level of thinking if you are going to tackle tomorrow's problems—and who else is better to teach you how your environment is changing than the managers on the floor or in the trenches? Chapter 4 shows how effective questions are empowering whereas ineffective questions disempower. Chapter 7 discusses how leaders can use questions in managing their staff, strengthening relationships with direct reports, helping them to grow, and encouraging action and innovative thinking. Others felt that their question had already been answered in the minds of other group members, and if they asked the question, it would I. Learning from Experience. I'm in a different place. These questions cast blame; they are not genuine requests for information. Chapter 8 describes how leaders can use questions to improve team functioning, energize team meetings, solve problems, help teams overcome obstacles, and resolve conflict. Have you ever thought about getting all this information, and more, by asking questions? Too often, we ask questions that disempower rather than empower our subordinates. And it is not simply asking more questions. Unfortunately, many leaders are unaware of the amazing power of questions and how they can generate short-term results and long-term learning and success. How has the use of questions changed you as a leader? Cover design by Adrian Morgan Cover image : © Shutterstock Copyright © 2014 by John Wiley and Sons. These leaders have discovered the amazing power of questions. This comment by Gidget Hopf, president and CEO of the Association for the Blind and Visually Impaired—Goodwill Industries, is typical: I just automatically assumed that if someone was at my door with a problem, they expected me to solve it. I feel this has increased my communications skills, especially listening and persuading. A learning organization is possible only if it has a culture that encourages questions. Then she realized that there was another way: Through coaching I realized how disempowering this is, and how much more effective I could be by posing the question back to the individual with the problem. We should recognize that the employees that work for you today probably know more than you do about their job. Consider what Jeff Carew, a vice president at Collectcorp, told me: The easy way to lead, particularly if you are competent at your job, is to tell people how to do things in the way you have been successful. The advice and strategies contained herein may not be suitable for your situation. Among those who shared their experiences as questioning leaders are CEOs and top leaders from DuPont, Alcoa, Novartis, and Cargill; public leaders from global and national agencies, as well as the political arena; and academic leaders at the secondary and college levels. Good leaders, on the other hand, ask many questions. They show people new places, new ways of doing things. Usually, as Jeff has observed, people become successful either through a very capable boss who taught them the ropes or through their experiential learning that resulted in a successful track record and steady career advancement. We are exhorted to forget ready, aim, fire and to shoot now and shoot again. What are some of the ways in which you use questions? Successful executives think they know the answers. Some material included with standard print versions of this book may not be included in e-books or in print-on-demand. Title. What Happens When Leaders Do Not Ask Questions History is replete with tales of dire consequences experienced by leaders who did not ask questions. Part II offers practical guidance on asking questions effectively. When the people around us clamor for fast answers—sometimes, any answer—we need to be able to resist the impulse to provide solutions and instead learn to ask questions. Questions have become essential for our success. Historians who carefully examined the events and details behind the disasters of the Titanic, the Challenger, and the Bay of Pigs have determined a common thread: the inability or unwillingness of participants and leaders to raise questions about their concerns. And, even when they did not think they had answers, they dived into themselves for the answers, and—not surprisingly—they always found the answers. A questioning culture strengthens individual and organizational learning; it improves decision making, problem solving, and teamwork; promotes adaptability and acceptance of change; and helps empower people by strengthening self-awareness and self-confidence. Do you speculate about what your boss is really thinking? Their responses to these questions and their stories are interwoven throughout this book. Astute leaders use questions to encourage full participation and teamwork, to spur innovation and outside-the-box thinking, to empower others, to build relationships with customers, to solve problems, and more. Questions can elicit information, of course, but they can do much more. To contact Jossey-Bass directly call our Customer Care Department within the U.S. at 800-956-7739, outside the U.S. at 317-572-3986, or fax 317-572-4002. Poor leaders rarely ask questions of themselves or others. Finally, Resource C identifies organizations, training programs, and websites for developing questioning leaders. They come from Brazil, Finland, Malaysia, Mauritius, Singapore, Korea, Australia, and Switzerland as well as North America. We want problems solved instantly, results yesterday, answers immediately. There is no doubt that all of us, especially those of us who are leaders, need to ask more questions—questions that will assist in the development of individuals, teams, organizations, and ourselves. A New Level of Leadership Leaders who lead with questions will create a more humane workplace as well as a more successful business. Ironically, if we respond to these pressures—or believe the hype about visionary leaders so prominent in the business press—we risk sacrificing the very thing we need to lead effectively. Whose idea was that? If you tend to ask these sorts of questions, this book is for you. Key Aspects of Leading with Questions This book is composed of three parts. Most leaders are unaware of the amazing power of questions—how they can generate short-term results and long-term learning and success. Readers should be aware that Internet Web sites offered as citations and/or sources for further information may have changed or disappeared between the time this was written and when it is read. Who are some of the leaders who ask questions? Includes bibliographical references and index. And that's where this book comes in. Thus we become fearful of asking any questions. Part I The Power of Questions Chapter 1 An Underused Management Tool We live in a fast-paced, demanding, results-oriented world. Among the many leaders who were identified, I interviewed a total of thirty from all over the world. Recent research—and the experience of a growing number of organizations—now points to the conclusion that the most successful leaders lead with questions, and they use questions more frequently. Like Jeff Carew, a growing number of leaders recognize that their organization's success, if not its very survival, depends on creating a learning organization, an organization that is able to quickly adapt to the changing environment, where every engagement becomes a learning opportunity, where learning and business objectives are necessarily interlinked. In fact, avoiding questions can cause serious harm—and even disaster. Questions wake people up. If this book refers to media such as a CD or DVD that is not included in the version you purchased, you may download this material at . I don't feel that I always have to have the answers in conversations or in situations where I need to speak at the spur of the moment. Based on my quarter-century of experiences and interviews with scores of leaders who do indeed lead with questions, Leading with Questions provides a comprehensive foundation on ways to employ questions effectively when leading others. Description based on print version record and CIP data provided by publisher; resource not viewed. I prepared the following list of questions to use in my interviews: When did you start using questions and why? Chapter 2 details the benefits, for leaders and organizations, of creating a question-friendly organizational culture. Aren't you a team player? Pentti Sydänmaanlakka, former director of human resources at Nokia Networks: Leading with questions has been always part of my leadership because I believe that leadership is not telling, but inspiring and showing others new places where they haven't been earlier. 1 online resource. And great questions can help you become a great leader! Notes ¹ Daudelin, M. Jossey-Bass books and products are available through most bookstores. All rights reserved. If I don't ask questions, I could be underrating the situation and problem and miss the key issues. No warranty may be created or extended by sales representatives or written sales materials. What questions did they find to have been most powerful and successful? Leaders who use questions can truly empower people and change organizations. Why do these leaders ask questions, and what has been the impact of those questions on them and their organization? Do you ever hesitate to ask a question, fearing it may reveal ignorance or doubt? Research on Leaders Who Lead with Questions Over the past twenty-five years, I have been involved in research and developing leaders around the world, both as a professor and as a consultant and adviser to corporate executives. New technologies place vast quantities of information at our fingertips in nanoseconds. Occasionally the leaders I interviewed would refer me to another leader whom they saw as someone who also led with questions. Leadership. If you have never considered making questions a tool in your leadership kit, this book is for you. I ask questions: I rarely make statements until I have sized up the person's energy and focus, and whether they are open-minded; only then can I move. Leaders are expected to be decisive, bold, charismatic, and visionary—to know all the answers even before others have thought of the questions. They help us become more confident communicators. I have sought to discover why questions are so important to leaders, why they result in such success, and what questions are the most powerful and used most frequently. Do you wonder whether the people in your organization really understand your vision for where things need to go? Wiley publishes in a variety of print and electronic formats and by print-on-demand. Requests to the publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, 201-748-6011, fax 201-748-6008, or online at www.wiley.com/go/permissions. As we ask fewer questions, we become ever less comfortable and competent in asking questions. Mike Stice, CEO of Access Midstream Partners, said to me, "I need to continually ask questions to become part of the organization. The purpose of Leading with Questions is to help you become a stronger leader by learning how to ask the right questions effectively, how to listen effectively, and how to create a climate in which asking questions becomes as natural as breathing. It is much more effective to provide the opportunity for them to solve their own problems. Part III presents guidelines for leaders on using questions to achieve specific results for individuals, teams, and organizations. Unfortunately, from an early age we are discouraged from asking questions—especially challenging ones—be it at home, school, or church, as this is considered rude, inconsiderate, or intrusive. Library of Congress Cataloging-in-Publication Data Marquardt, Michael J. Throughout the day, I try to do the same thing. You should consult with a professional where appropriate. 2. Marquardt.—Revised and updated [edition]. Brief biographies of these leaders are contained in Resource A. And then when we become leaders, we feel that it is important for us to have answers rather than questions. I show why questioning is actually the ultimate leadership tool. The problem with this, Jeff noted, "is if you do not create and maintain a working environment where you are always asking questions of your employees and forcing them to think, then you will probably never be any better tomorrow than you are today. Limit of Liability/Disclaimer of Warranty: While the publisher and author have used their best efforts in preparing this book, they make no representations or warranties with respect to the accuracy or completeness of the contents of this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. By focusing on questions rather than on answers, we inverted the process they were accustomed to. But this attitude leads to inertia. Hopf thought it was her job to provide answers. And when and why did these leaders first begin using questions in their leadership work? We put the focus on them, trusting their knowledge and wisdom. The Conclusion encourages the reader to begin the journey to becoming a questioning leader. Often, we don't ask the right questions.

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