



## The value of commitment.

If you are hoping to implement a new initiative or implement a new strategy, the odds for success are not in your favor. Studies show that 60-90% of organizational initiatives—including those at a strategic nature, are never fully implemented. A top reason for these failures is the inability to create or maintain commitment.

- Companies struggle with how to effectively harness the differences present, and are unable to create the inclusive and collaborative dialogues critical for success.
- Lacking good questioning skills, leaders in organizations often rely on the act of telling, resulting in compliance but not the engagement needed for successful implementation and organizational uptake.

## Rooted in science, focused on application.

This workshop offers a unique mix of the neuroscience of change, the psychological impact of question structures, and methods for application. Because an effective questioning process is not random, participants learn a framework rooted in psychology and behavioral change concepts to guide them through the various stages of implementation. To hone their new skills, participants apply the techniques using decision case studies, personal experiences, and class exercises. Participants also receive the questioning workbook, a reference guide packed with over 100 unique questions and the associated psychology that explains the power behind the question.



# Asking is Better than Telling

## A Workshop on the Science and Practice of Leadership Questioning

### Questions Answered

- What am I missing and how can I improve the way in which I engage employees?
- What do I do with the person who is resistant to change?
- How does one create consensus? I've got two sides that are at opposite ends!
- What are methods for drawing out underlying objectives from decision stakeholders and getting them to agree on the path forward?
- Everyone walks in the room advocating their point of view—how do I get them to step back for a moment?
- I'm getting nowhere trying to get someone to buy into our new process. How do I reach a higher level of commitment?
- We seem to keep coming up with the same old answers! How do I get people to think more innovatively?

# Workshop Highlights

## INTRODUCTION

- Lessons from research: the dismal record of initiative implementation and why they fail.
- Why mandates don't work: common methods to create commitment and their effect on the brain's defensive mechanisms.
- Creating engagement: why asking is better than telling.
- Questioning structures: which ones work and why they do.

## MODULE I

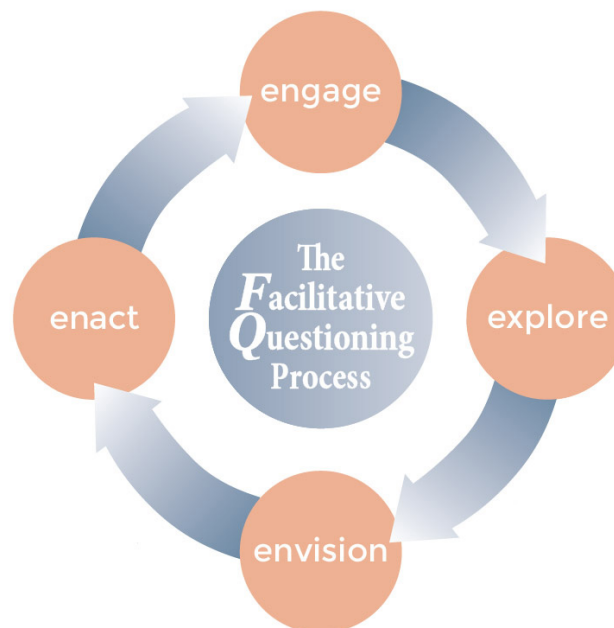
- Questions that foster motivation
- Methods of engagement that honor the emotional brain
- Moving from hearing to listening: what is the talk trying to do?

## MODULE II

- Unquestioned answers and the power of metaphors in shaping thinking.
- It's all about the "why": questions for uncovering the underlying drivers.
- Framing the question: methods to end the conversational swirls

## MODULE IV

- The psychology of small wins: why big moves threaten success
- How fast and how far: structuring the discussions that improve organizational uptake
- Coaching questions for behavioral change



## MODULE III

- The questions that spur innovative thinking.
- Leveraging desired outcomes in creating alternatives.
- Questions to resolve the trade-offs and deal with resistance.

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## About the Instructor



Katherine Rosback has a B.S in Chemical Engineering and a M.A. in Organizational Communication, both from Purdue University. Her background includes working as a Supplier Quality Engineer with a manufacturing firm, a Director of Quality with a medical diagnostics firm, and a lead facilitator with a strategic planning consulting firm. She currently works as an independent consultant and has facilitated hundreds of must succeed meetings and is known for her use of insightful questions to resolve complex issues. Clients include the oil and gas, pharmaceutical, airline, and medical diagnostic industries, and many other not-for-profit and educational organizations. She is an avid researcher in the neurosciences of decision-making and organizational change, and is the author of *Ask, Inspire, Solve*.