

mining for greater clarity, improved understanding and impetus for change

Ask these questions in the order indicated and listen carefully to your partner's responses. Let silence do the heavy lifting. Give no advice. Questions only. If they come to you, start with **2**

step 1 Identify the issue

"What is the most important thing you and I should be talking about today?"

Give them time to think about this.

step 2 Clarify the issue

"What's going on? How long has it been going on? Am I understanding you correctly? Is the issue _____?"

Paraphrase – check your perception. Your job is to help the individual discover what this conversation wants and needs to be about.

step 3 Determine current impact

"How is this issue currently impacting you? Others? The company? What other results is this situation currently producing? (What else? What else? What else?) As you consider these results, what do you feel?"

step 4 Determine future implications

"If nothing changes, what are the implications? What's likely to happen? What is at stake for you, for others, for the company if nothing changes? (What else? What else? What else?) When you consider these possible outcomes, what do you feel?"

step 5 Examine personal contribution to the issue

"How have you contributed to this problem/issue? What piece of this issue has your DNA on it?"

step 6 Describe the ideal outcome

"When this issue is resolved, what difference will that make? What results will you enjoy? Others? The company? When you contemplate these results, what do you feel?"

step 7 Commit to action

"What is the most potent step you could take to move this issue towards resolution? When will you take it? What's going to try to get in your way and how will you get past it? When can you follow up with me?"