



Questions, Questions,
so many questions:

Be Curious, Not Judgmental

Kevin M. Reyes

Talent Development Manager, UC Merced



Next
Opportunity at
Work **2021**

Innovate, Collaborate, Grow!

Berkeley
UNIVERSITY OF CALIFORNIA

WHERE ARE WE GOING TODAY?

1. How can curiosity/inquisitive mindset help our work?
2. Can check-ins really be that easy?
3. Open-Ended what? – *asking for a friend*
4. You mean it didn't kill the cat?



Berkeley
UNIVERSITY OF CALIFORNIA



OUR OBJECTIVES

1. Discover options for using curiosity and an inquisitive mindset for working with your campus partners.
2. Identify a set of driving questions for use in checking in with your team, peers, boss, or others.
3. Explore the world of open-ended questions as a primer for problem solving, coaching, development, and yes, information-gathering.
4. Understand why Uncle Walt, Ted Lasso, and cats worldwide have "gotten it right!"

PEOPLE HAVE NEEDS

Personal Needs

- The “human needs that people bring to the workplace and to an interaction.
- *to be heard and understood, respected and valued, trusted, involved, supported*

Practical Needs

- The objectives you want to accomplish through an interaction
- *reach a decision, resolve a conflict, develop a solution, create a plan, provide feedback*

MEET TED...



DIGGING FOR DATA – THE PREMORTEM



USING CURIOSITY IN OUR DAILY

1. How do we use curiosity or an inquisitive mindset for working with your campus partners?
 - a) What is the value of asking data mining questions?
 - b) What more should I know?
 - c) Assuming failure – what went wrong?
 - d) What are possible up/down stream impacts of this project, initiative, change, policy, placement, etc.?



PERFORMING A PREMORTEM

1. Look into the future
2. Identify reasons for project failure
 - a) Debrief responses
 - b) Prioritize (identify the top 5 at most)
3. Identify risk mitigations/brainstorm interventions/actions
 - a) Follow-up

PREMORTEM DATA COLLECTION

Failure Cause/Reason	Level of Concern (1 least - 5 greatest)	Actions/Steps for Mitigation
“What could have led to this outcome?”	“How much risk does this present to our work?”	“What could we do to prevent this or approach differently?”



**“I’m sorry, I don’t understand
what you’re talking about
when you criticize me.”**

4 QUESTION CHECK-IN



ARE CHECK-INS REALLY THAT EASY?

2. Can check-ins really be as easy as asking a few questions?

a) The 4 Q's

- I. Engagement
- II. Progress
- III. Goal Setting
- IV. Development/Mentorship

4 QUESTIONS

- Basic set of 4 questions
- Developed to get to core issues
- Provide consistency
- Connect to vision, task and relationship



LISTEN AND BE PRESENT



THE 4 Q'S

Engagement

Progress

Goal Setting

Development and
Mentorship

“The number-one reason most Americans leave their jobs is that they don’t feel appreciated.”

Gallup, Tom Rath and Donald Clifton

“How Full Is Your Bucket? Positive Strategies for Work and Life”

ENGAGEMENT

HOW ARE YOU FEELING ABOUT
YOUR ROLE?

- Job satisfaction
- Role engagement
- Team engagement
- Motivation gauge

KEY PRINCIPLES

- Maintain or enhance Self Esteem
- Listen and Respond with Empathy
- Ask for Help and Encourage Involvement
- Share thoughts, feelings and rationale
- Provide Support without removing responsibility

SAY "VERY GOOD PROGRESS" AGAIN

I DARE YOU

PROGRESS

- Status reporting
- Realignment opportunity
- Project assessments
- Pre-mortem(s)

WHAT HAVE YOU
ACCOMPLISHED SINCE THE LAST
TIME WE MET?

GOAL SETTING

WHAT ARE YOU GOING TO
ACCOMPLISH BETWEEN NOW
AND OUR NEXT CHECK-
IN/MEETING?

- Short-term goals
- Intermediate
- Workload management
- Timeline & milestone management

COLLABORATIVE GOAL SETTING IS KEY



employees
involved in goal
setting



more likely to
be engaged

DEVELOPMENT AND MENTORSHIP

- Resource management
- Development
- Pre-mortem(s)
- Realignment of milestones or timelines

WHAT OBSTACLES OR HURDLES
CAN I REMOVE FOR YOU?



“And you, young Skywalker.
We shall watch your career
with great interest.”

Chancellor Palpatine

12

Starting out



Find a mentor

No matter how high your midi-chlorian count, you'll never get from entry level to Emperor on your own. You'll need guidance from someone who recognizes your talents and knows how to put you on the path to success. Networking is key: reach out via email or hologram to someone whose career you want. Then flatter them by asking advice on improving your prospects, be it making speeches, negotiating trade disputes, or firing lightning bolts from your fingertips.

13

THE 4 Q'S

HOW ARE YOU FEELING ABOUT
YOUR ROLE?

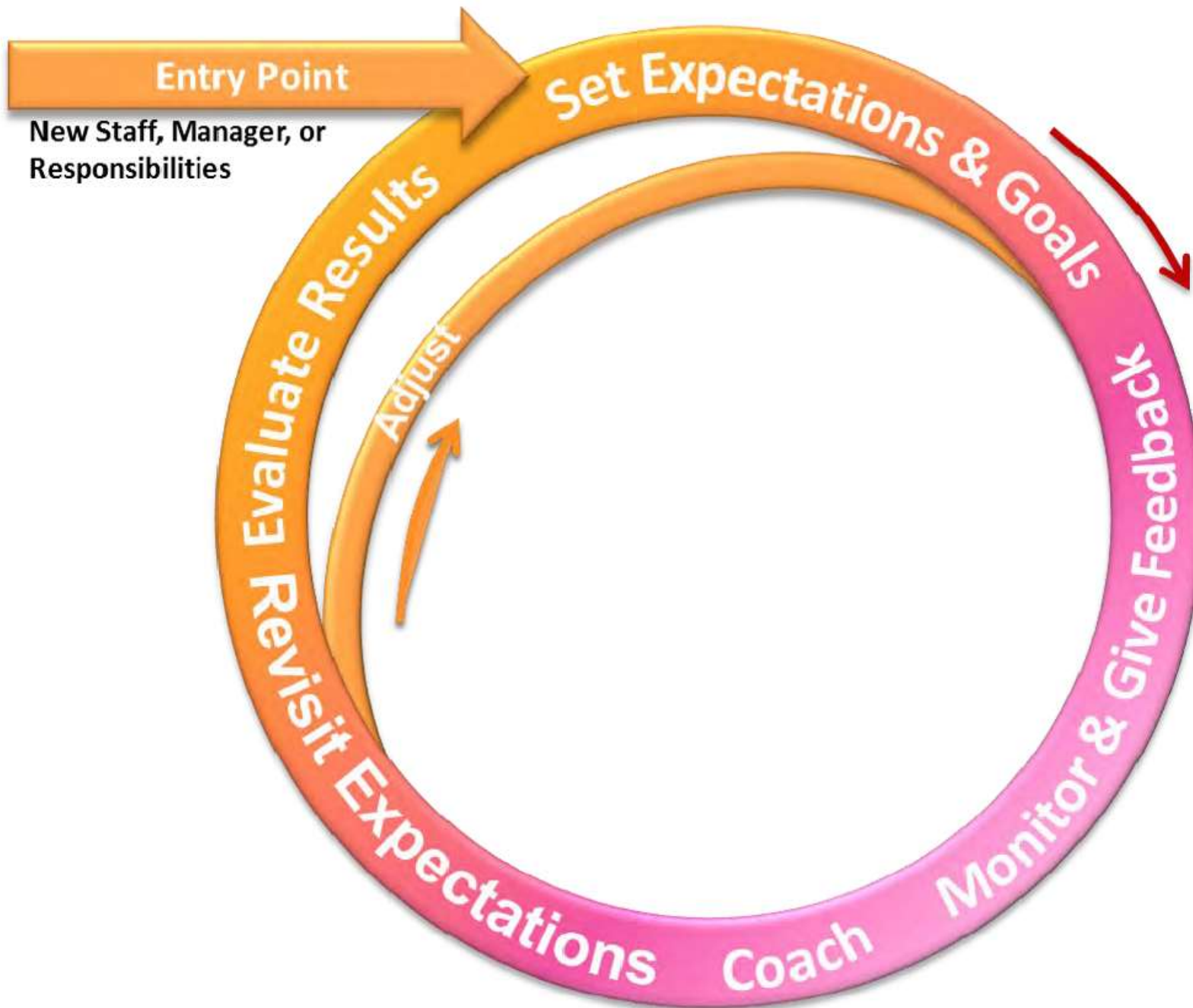
WHAT HAVE YOU
ACCOMPLISHED SINCE THE LAST
TIME WE MET?

WHAT ARE YOU GOING TO
ACCOMPLISH BETWEEN NOW
AND OUR NEXT CHECK-
IN/MEETING?

WHAT OBSTACLES OR HURDLES
CAN I REMOVE FOR YOU?

4 QUESTION CHECK-IN





OPEN ENDED WHAT??



GENERIC OR SPECIFIC?



STAR MODEL



SUCCESS FEEDBACK



Feedback

“Great job with that student today.”

More Impactful Feedback

“When John was confused about the homework assignment (*situation/task*), you took the time to explain some tips and helped him out (*action*), and he left looking much less stressed and more confident in the assignment (*result*).”

GUIDANCE FEEDBACK



Feedback

“You need to learn to communicate with students better.”

GUIDANCE FEEDBACK



Even MORE Impactful Feedback

“When John had a concern (*situation/task*), you told him to figure it out and brushed him off (*action*), and he left frustrated and angry (*result*).”

– PAUSE –

Ask Open Ended Questions:

- What might you have done that would make John feel validated or heard?
- What would the potential outcome have been?
- What other options might you use in the future?

OPEN ENDED???



 Next
Opportunity at
Work **2021**
Innovate, Collaborate, Grow!

Berkeley
UNIVERSITY OF CALIFORNIA

GUIDANCE FEEDBACK



Even MORE Impactful Feedback

“When John had a concern (*situation/task*), you told him to figure it out and brushed him off (*action*), and he left frustrated and angry (*result*).”

– PAUSE –

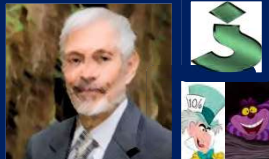
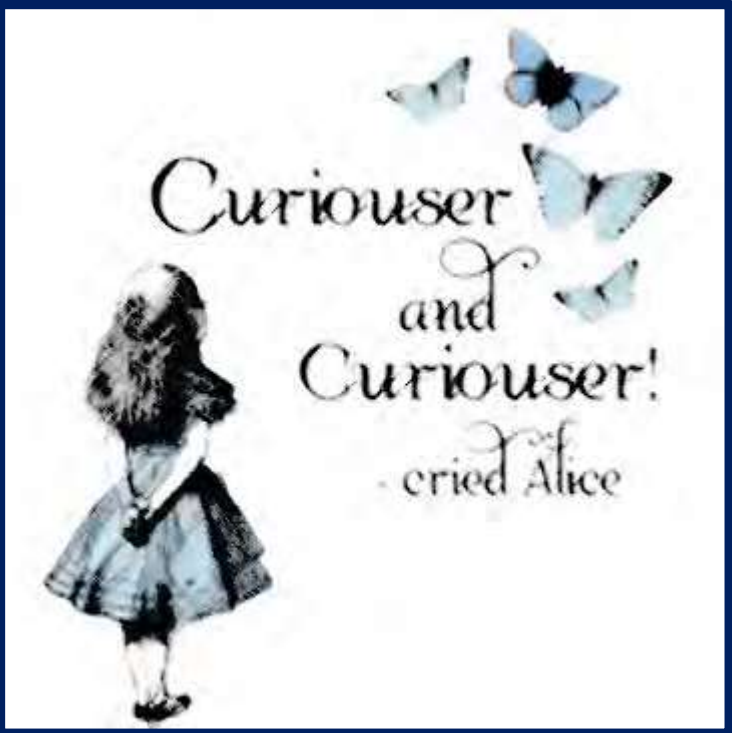
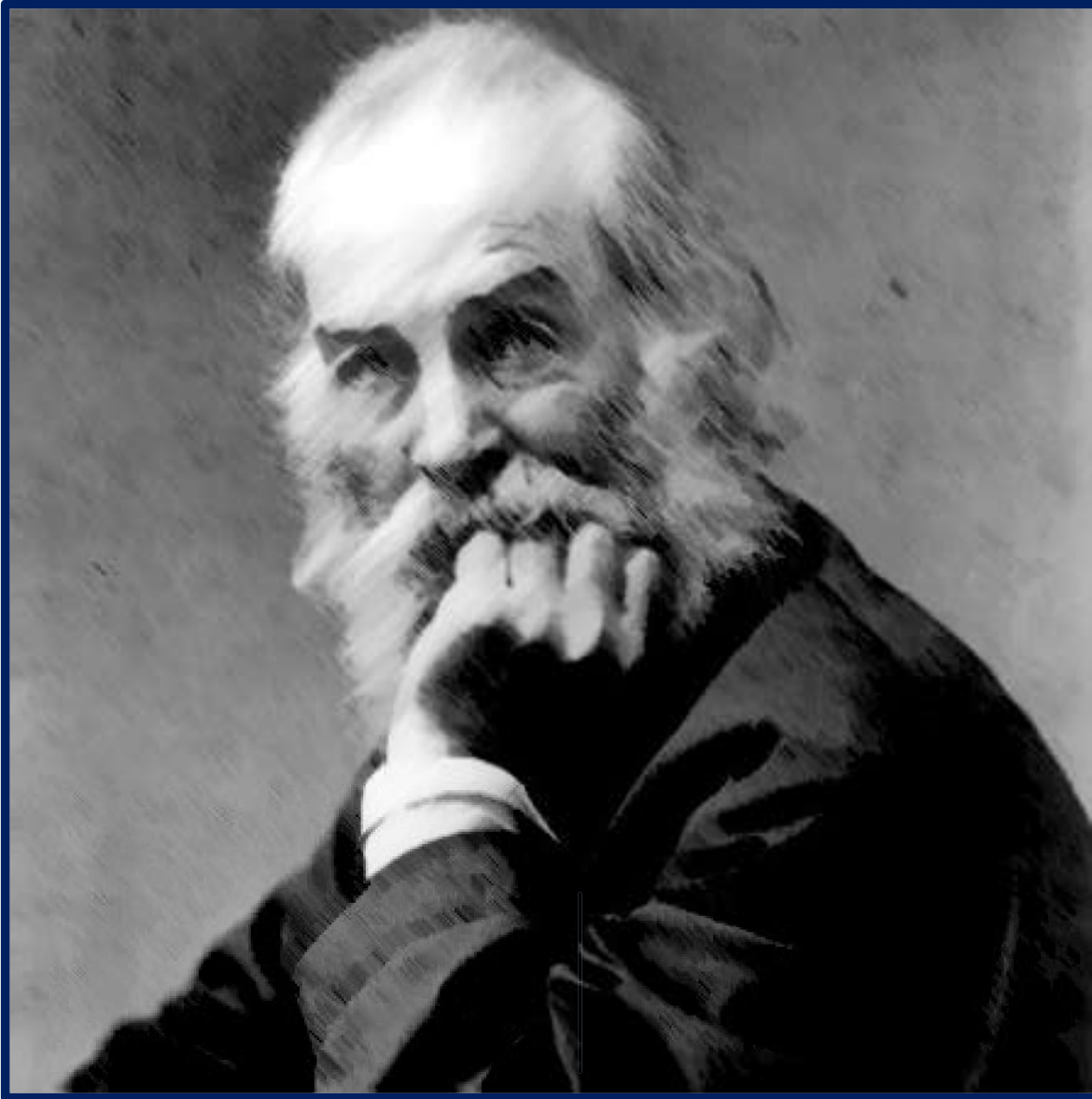
Ask Open Ended Questions:

- What might you have done that would make John feel validated or heard?
- What would the potential outcome have been?
- What other options might you use in the future?

WHAT IS YOUR PERSPECTIVE



INQUISITIVE, CURIOUS, ENQUIRING



INQUISITIVE, CURIOUS, ENQUIRING

4. Understand why Uncle Walt, Ted Lasso, and cats worldwide have "gotten it right!"

Academic success

Professional success and satisfaction

Increased productivity

Personal growth

More positive mindset/outlook

Survival and happiness

Expands empathy

Strengthens relationships





“Enlightened trial and error succeeds over the planning of the loan genius.”

PETER SKILLMAN





© 2004 Cochlear Limited. All rights reserved. BSL000001

H. J. SIMPSON



WHERE CAN WE START?

What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?

WHERE CAN WE START?

