Welcome to the Experience:

PITC
Partners for Quality

The Role Leadership Plays in Sustaining Program Quality

Facilitated by:
Senta Greene, MA, CCLS
Founder and Visionary Leader
Full Circle Consulting Systems, Inc.
Acknowledgements and Inspirations

• Atul Gawande
• Edgar Schein
• Peter Senge
• Michael J. Marquardt
• Mark Strom
• Margaret Wheatley
• *ECE Workforce (state, national and international) and ILEAD Schools
Framework for Our Experience

• A powerful pause

• Invitation to Motivate

• Promote a Vision

• Expand Our Methods for Thinking about the Work

• Create meaning making through heightened engagement and *real* learning conversations

• Study and learn from our own knowledge, skills and dispositions as leaders
Reflection, Inquiry, and Curiosity are powerful and often underutilized tools by program leaders.
Our Reference for the Experience

The ability to ask questions effectively is one of a leader's most important tools.
~Michael J. Marquardt

Questions wake people up and prompt new experiences. ~Edgar Schein

Full Circle Consulting Systems, Inc.
10 Core Questions: 
Sustaining Quality through 
Reflection, Inquiry, and Curiosity

• What inspires us? 
• What challenges us? 
• How prepared are we to handle the complex situations often encountered by our programs or the people we coach/train/supervise? 
• If we want to convey to others that they can trust us, how do we convey that? 
• How can we empower people with questions? 
• What are some ways to better frame our questions to encourage deeper dialogue and learning conversations with others? 
• How can we be more effective with our follow-up questions? 
• Do we understand the differences between judging questions and learning questions? 
• How can we get more action and energy with our questions? 
• How do we inspire others to achieve remarkable things?

~Senta Greene, 2015, Keynote Address for WestEd, Advanced Training Institute, Partners for Quality
7 Compelling Concepts:
Sustaining Quality through Reflection, Inquiry, and Curiosity

• Leadership is a life story that develops over time through practice effort, reflection, and learning from our practice, effort and reflections
• Leadership is personal and highly diverse
• Leadership is memorable
• Leadership takes courage; we can’t get to courage without walking through vulnerability (Brene Brown, 2015)
• Leadership is an act of humility…We need to be interested in people for who they are and the stories they need to tell; this involves doing more listening than telling (Schein, 2013)
• Coaching and training are helping professions. The first steps in the helping process must be questions
• Questioning is both a science and an art…it’s not only what we ask but also how well we hear the response

~Senta Greene, 2015, Keynote Address for WestEd, Advanced Training Institute, Partners for Quality
The Joys and Challenges of Leading and Coaching:

What parts of the experience are the hardest and what parts of the experience seems the easiest or most comfortable?

Exploration: p. 266-270, Leading with Questions
What does leadership mean to you and what matters most?
The ability to ask questions effectively is one of a leader's most important tools

~Leading with Questions, Michael J. Marquardt
“Helping is a complicated concept”
~Edgar Schein
Humble Inquiry

_Humble inquiry_, which encompasses both an attitude and a behavior of the helper, embodies “accessing your ignorance” and becoming open to what may be learned from each other in the actual situation through observing, genuine open empathic questioning, careful listening, self-inquiry, not judging but suspending judgment, and shifting helping roles as necessary (Schein, 1996, 1999, 2009a).
“Humble Inquiry is the fine art of drawing someone out, of asking questions to which you do not already know the answer, of building a relationship based on curiosity and interest in the other person.”

~Edgar Schein
In the book, Schein challenges us to do three things (pp. 7-8):

- Do less telling
- Learn to do more asking in the particular form of Humble Inquiry
- Do a better job of listening and acknowledging
“The conversation is the relationship.”

~Edgar Schein
What influences collaborative learning environments?

- Create a climate of psychological safety for disclosing self and thoughts
- Creating feelings of significance for the speaker
- Being open to create alternatives for “next time”
- How controversy is explored and handled also tends to nurture the acceptance of complexity and multiple perspectives in discussion (Pressley & McCormick, 1995)
At what level do we want the conversations to begin with program leaders?
“Meaning is what motivates people”

~Margaret Wheatley
“Reflection begins the moment we ask a question”

~Senta Greene/“Mommy”
So, what makes a great question?

Exploration: p. 93, *Leading with Questions*
The Art of Developing Reflective Questions

- What questions have been asked of you that had real meaning for you?

- What questions if asked would help the people we work with thrive?

Reflective Prompt: “Before asking someone else a question, ask yourself this question: What do I want my question to accomplish? Intentionally frame your questions so that you encourage collaborative thinking and cannot be perceived as threatening.”

How does asking build relationships?
And, what are good questions to ask?
Four Kinds of Questions

• **Pure Inquiry**  “What is happening?”
• **Diagnostic Inquiry**  "Why is it happening?”
• **Prompting Inquiry**  “What would happen if...?”
• **Coaching Process Inquiry**  “What is happening here, now, between us?”

~ from Edgar Schein, Humble Inquiry, p. 39-50
Helpful Coaching Questions

**IS Asking**

What's the challenge you are trying to solve?
How would you describe what's happening vs. what should be happening?
What makes you sure this is necessary?
What have you thought of trying?
What impact do you want this to have?
How do you feel about the direction, we are going?
What is happening for you, right now?
What are you feeling and thinking?
What do we need to work out to make things go smoothly?

**Is NOT Asking**

Is that really the problem you need to solve?
Why do you think that's a problem?
Why don't you look at ___? How is that your root cause?
Have you thought about trying ___?
Are you sure that's going to work?

~ from Edgar Schein, Humble Inquiry
“The learning stage where a relationship is being built requires slowing down and building trust, but once the relationship has been built, work actually gets done much faster.”

~Edgar Schein, Humble Inquiry, p. 102
Cultivating energy and effort....

Did I ask a good question today?
What will continue to live with you as a result of our time together?