

PREVIEW GUIDE



5 Questions Every Leader Must Ask

Engaging Your Team to Achieve Any Goal



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Training Design Overview

This workshop kit provides a structured training design to support a fast paced 1.5 - 2-hour workshop to improve your team's leadership skills.

- The Presentation Script outlines the learning points and activities.
- The video presents re-enactments and other content to help leaders develop the skills to implement a question-based process for management effectiveness.
- The video can be viewed all at once, in a stop-and-go format, or in two separate sessions.
- Directions for the Stop-and-Go Training Design can be found in the Presentation Script (page 17). This design completes the workshop in one session but shows the video in two segments, rather than all at once.
- As an alternative, the workshop can be completed in two shorter sessions. Follow the Stop-and-Go directions (page 17), but instead of resuming the video that same day, complete the balance of the video and workshop activities in a second session.

Bonus Interviews with Featured Leaders

The DVD or VHS tape includes extended interviews with the leaders featured in the main video, who have used the framework for a range of development opportunities in their organizations, such as planning, performance review, problem solving, and teambuilding.

Use these extended interviews to go beyond the planned workshop activities when you want to focus on specific applications of the Framework. See page 7 for a description of the extended interview segments.

Learning Points

The workshop will teach participants how to build opportunities for success through a 5-step process called the Framework for Leadership:

- Step 1: Focus Forward – What is already working?
- Step 2: Analyze Successes – What caused this success?
- Step 3: Clarify the Goal – What is our objective?
- Step 4: Establish Benefits – What are the benefits of accomplishing this objective?
- Step 5: Plan and Take Action – What can we do more, better, or differently to move closer to our objective?

Who Should Attend?

CRM Learning's *5 Questions Every Leader Must Ask* workshop is designed for leadership and management staff. Leaders trained in the process will be implementing it with their direct reports at all levels.

Note: The design of the workshop assumes that all participants are from the same organization.

Bonus Interviews

The following Bonus Interviews are available on your DVD or VHS. Use these segments to expand your workshop or to conduct additional follow-up sessions on the Framework for Leadership.

Featured Leader	Total Interview Running Time	Summary of Interview Topics
Lonnie Sproat, VP, Insurance Service Center Operations	26:02	<ul style="list-style-type: none"> • Additional comments on use of the 5 Questions • Much greater detail on the insurance customer service story and how the Framework was used to gradually build success
Patty Hunsicker, Sr. Staff Analyst, Training & Development, TMF Consulting	17:54	<ul style="list-style-type: none"> • Forward Focus, “answers are in the room” • Greater detail on use of Questions 3-5 • Story about using the Framework for Leadership for multidisciplinary teambuilding at a county juvenile drug court
Ed Tate, Author, Speaker, Executive Speech Coach	13:12	<ul style="list-style-type: none"> • Greater detail on use of 5 Questions • Customer service example • Performance review example • USS Benfold story
A.J. Hiltenbrand, Former Head of Executive Development at Alcon Laboratories	25:47	<ul style="list-style-type: none"> • Additional detail on the story about departments brought together to reduce expenses and raise revenue • Greater detail on use of 5 Questions • Story about IT department using the Framework to energize daily meetings • Story about using the Framework for performance management • Story about using the Framework for problem-solving to reduce supply chain lead times • Tips for facilitating the Framework for Leadership
Dr. John Van Sky, Bioterrorism Preparedness Training Manager, Orange County Healthcare Agency	16:30	<ul style="list-style-type: none"> • Temporary health clinic simulation story illustrating ‘the answers are in the room’ • Story about using the Framework to transition healthcare workers from a clinic model to a ‘first responder’ model of emergency preparedness • How the Framework can bring greater employee satisfaction in government • Greater detail on use of 5 Questions



VIDEO

Play Video: 5 Questions Every Leader Must Ask**Stop-and-Go Video Option:**

1. Play the video through Steps 1 and 2. Pause the video after Step 2, when Ed Oakley says “Question 2 further breaks down barriers and energizes your team” at approximately 13:40.
2. Work through Activities 3 and 4.
3. Resume the video and play it to the end. Follow this with the Video Debrief and Activities 5-9.



Note: If you choose to conduct the Workshop in two sessions, end the first session after Step 2 above. Begin the second session with the Video Debrief and Activity 5.

Debrief the Video

Time: 5 minutes

SAY

As a leader, you deal with a wide range of issues, from problems (like Lonnie Sproat's customer satisfaction numbers) to new initiatives (like the expanded library hours and new computer system).

How you approach these challenges can determine the success or failure of each project.

**SHOW SLIDE 5: THE FRAMEWORK FOR LEADERSHIP**

The Framework for Leadership

- **Step 1, Focus Forward** – What is already working?
- **Step 2, Analyze Successes** – What caused this success?
- **Step 3, Clarify the Goal** – What is our objective?
- **Step 4, Establish Benefits** – What are the benefits of accomplishing this objective?
- **Step 5, Plan and Take Action** – What can we do more, better, or differently to move closer to our objective?

5 Questions Every Leader Must Ask 5

Build 5

Activity 8: Small Group Activity, Applying Lessons Learned

Time: 15 minutes

Purpose: *Gain experience using the Framework in potential workplace situations.*

SAY

The video pointed out that the five questions in the Framework process can be applied to almost any challenge you face as a leader.

We're going to divide into groups now to discuss several typical workplace challenges, and to apply the Framework for Leadership to each of them.

Each group will have a worksheet that includes the sample scenario they will work through using the Framework for Leadership.

The sample scenarios include:

- Conflict resolution
- Performance evaluation
- Building collaboration and teamwork
- Project planning



Break participants into four groups and hand out the four different Framework for Leadership Small Group Activity worksheets now.



Note: Before the workshop, write each scenario title on a flipchart. Give these pages to each group to chart their results now.

SAY

Your group should do the following:

1. First, write questions tailored to your scenario. These should be other, more specific ways to ask the basic question for each step.

Remember our librarians? The first question in that scenario was “What do you like about your jobs?” not “What’s working?”

And remember – **focus on writing questions, not answers**. You’re not holding the meeting - you’re planning it.

2. Then, discuss how your proposed questions will help the team move towards a solution.
3. Write your results on the flipchart page.
4. Select someone to present your results to the full group, describing how the Framework can be used in your particular scenario. Each reporter should:
 - Describe your scenario.
 - Review the questions on your flipchart page.
 - Tell us why your questions will get the results needed for each step in the Framework.

You’ll have about 20 minutes to work as a group to develop your questions and rationale.

Debrief the Small Group Activity

Time: 10 minutes

Each group’s reporter will bring their flipchart page to the front of the room.

They should describe the questions they developed and why each one helps move the Framework process forward.

ASK

How did the overall Framework process work?

Any problems or difficulties using it? Were any of the steps confusing?

Framework for Leadership Small Group Activity: Conflict Resolution

Directions:

1. Read the scenario below, which describes a workplace situation that can be addressed by applying the Framework for Leadership.
2. For each of the steps in the Framework, work together to write “customized” questions tailored to the scenario.
3. Choose one person to present your questions to the full the group when we come back together.

Scenario: Conflict Resolution

Two employees who have worked together successfully on previous projects are suddenly having trouble working together. It is affecting their performance as well as other employees. The project involves implementation of a new ordering procedure for office supplies. One person supervises a group of insurance clerks who use a lot of supplies. The other person supervises a group of sales representatives who use relatively few supplies, but need them on an immediate basis. The employees must select and write a new procedure that will affect both groups, but they are in conflict over how to do it. Even the employees they supervise are beginning to show irritation with each other. How can you re-establish their working relationship in a way that will produce beneficial results for everyone involved?

Step 1: Focus Forward
What is already working?

Step 2: Analyze Successes
What caused this success?

Step 3: Clarify the Goal
What is our objective?

Step 4: Establish Benefits
What are the benefits of accomplishing this objective?

Step 5: Plan and Take Action
What can we do more, better, or differently to move closer to our objective?

Framework Planner

Use this worksheet to plan how to use the Framework for Leadership™ for your next project. Brainstorm alternative questions for each step that are customized for, or specific to, your project.

Step 1: Focus Forward
What is already working?

Step 2: Analyze Successes
What caused this success?

Step 3: Clarify the Goal
What is our objective?

Step 4: Establish Benefits
What are the benefits of accomplishing this objective?

Step 5: Plan and Take Action
What can we do more, better, or differently to move closer to our objective?

Background Information

CRM Learning's *5 Questions Every Leader Must Ask* training program provides the video and workshop resources to present The Framework for Leadership™, a set of highly effective questions to help leaders shift a group's focus from a problem orientation to one of solutions and success.

The 5 questions in the Framework can be applied to almost any management challenge: improving teamwork, resolving conflicts, encouraging performance improvement, solving problems, managing projects, and much more.

This workshop will teach participants how to:

1. Change the emphasis from a backward-focused mindset of “what went wrong”, to a “Forward Focus™” that expands possibilities, solutions, and achievement.
2. Utilize a 5-step questioning process, apply the knowledge gained from the answers received, and build on each question to create a successful outcome.
3. Create buy-in, establish accountability, and build trust within teams.
4. Apply the Framework for Leadership to a wide range of management challenges.

Materials Included With *5 Questions Every Leader Must Ask*

The *5 Questions Every Leader Must Ask* workshop kit provides a structured training design to support a 1.5 to 2-hour workshop to improve your leadership team's skills. Two options are provided for the workshop's training design: a “**straight through**” approach or a “**stop-and-go**” style to break the video and exercises into two segments.

- The chaptered **DVD** is hosted by Ed Oakley, one of the authors of the book *Leadership Made Simple*, upon which the video is based. Within the video, the 5 Questions are revealed within the Framework For Leadership, featuring real-life leaders and re-enactments of their situations to illustrate how leaders in different industries have used the framework's approach. In addition to the main program, **bonus interviews with the featured leaders** are included to add additional insights as they share perspectives within their industries. The DVD is closed-captioned.
- The **Leader's Guide** provides an introduction to the Workshop and a Presentation Script to help facilitate it. Reproducible worksheets for participants are included. With the presentation, participants experience the versatility of the Framework as they complete exercises where the 5 Questions are modified to suit specific situations.
- A **PowerPoint Presentation** includes slides to support the scripted presentation.
- printable **Participant Handouts and Worksheets** are also provided.