Adaptive Leadership Questions

Awareness – See

- Why is this important?
- What information do you need to be fully engaged and energised to contribute to improving?

Awareness Questions

1. What would it take to create energy for change around this issue?
2. What question, if answered, could make the most difference to the future of this situation?
3. What's important here? What's possible? Who is impacted?
4. What needs our immediate attention?

Current Condition – See

1. How do things work today? What do we know so far?
2. What do we still need to learn? What assumptions do we need to challenge?
3. What are the possibilities now?
4. Baseline Metrics?

Awareness Questions

5. Is the current condition clear and accurately visible?
6. How could the most relevant condition be even clearer?
7. What's taking shape? What new connections are you making?
8. What's missing? What is it we're not seeing? What do we need more clarity about?
9. What's the next level of thinking we need to do?
10. Are the facts of the situation clear, or are these just observations and opinions?
11. Have we sufficiently quantified customer and business value?
12. If there is one thing you need to know to reach a deeper level of understanding/clarity, what would that be?

Goal/Future State – Explore

- If our success was guaranteed, what bold outcomes would we achieve?
- How will we measure our success?
- What steps might we take ?
- What challenges might come our way and how might we meet them

Discovery Questions

- What conversation can we start today, might ripple out in a way that creates new possibilities for the future?
- How can we support each other in taking the next step? (Create KANBAN backlog)
- What unique contributions can we each make?
- What commitments can we make? By who, how much and when?

Contributing Factors – Explore

- What's been our major learning, insight, and discovery so far
- What is contributing to the current conditions?
- What's the next level of thinking we need to do?
- What can we do to make the biggest difference/impact?

Assessment Questions

1. Is our understanding comprehensive at a broad level?
2. Do we have sufficient detail and probe deeply enough on the right issues?
3. Have we heard from everyone? Leveraged five-whys thinking?
4. What might we be missing? (human, machine, material, method, environment, measurement, and so on?
5. Are we aligned in implementing countermeasures and current level of reasoning?

Adaptive Leadership Questions

Benefits Realisation – Learn

- Review of results of each experiment (planned vs. actual outcomes).
- Understand how the system now behaves with the planned countermeasures in place?
- What additional information is necessary to implement? Pivot?

Learning (Actions) – Learn

- What have we learned? How will share these learnings?
- In the light of the learning, what should be done?
- How might we amplify these learnings to the way we work?
- What do we need to learn next?

Questions

1. What is necessary to sustain the benefits?
2. What else might be accomplished?
3. Who else in the organisation might benefit from this knowledge?
4. How will this knowledge be shared and amplified?
5. What has most contributed to our learning and new understanding?
6. What difference were you able to make? Most valued?
7. What might be the next breakthrough achievement?

Political Landscape Questions

Identify web of Stakeholders
For each, discover:

1. What is their stake in the adaptive challenge
2. Their desired outcomes
3. Level of engagement
4. Degree of power and influence
5. Values: commitments and beliefs guiding decision making
6. Loyalties and obligations
7. Losses at risk (fear of losing if things change)
8. Hidden alliances