



40 Back-Pocket

Questions to Unleash Your Team's Intelligence

A Toolkit for Leaders and Managers at All Levels

FranklinCovey



Good Questions Are a Leader's Most Powerful Tool.

Multipliers are curious and ask lots of questions. But which ones? And when?

Good questions, when deployed with intention, can clarify and advance thinking — both yours and your direct reports' — and open the door to innovation and better performance. Here are some to use at a moment's notice.

The questions in this tool are based on concepts from FranklinCovey's solution: [Liz Wiseman's Multipliers®: How the Best Leaders Ignite Everyone's Intelligence](#)

[10 Questions to Explore the Current State](#)

[10 Questions to Challenge Assumptions](#)

[10 Questions to Discover New Solutions or Ideas](#)

[10 Questions to Move Toward an Outcome](#)

LIZ WISEMAN'S

MULTIPLIERS®

HOW THE BEST LEADERS IGNITE EVERYONE'S INTELLIGENCE



“A good leader will ask questions and let their people figure out the answers. A great leader asks the questions that focus the intelligence of their teams on the right problems.”

— Liz Wiseman

10 Questions to

Explore the Current State



10 Questions to Explore the Current State

Try questions like these to seek your team members' perspective on situations, ideas, or decisions:

1. What does this situation look like from your perspective? What makes you say that?
2. Could you say more about what you mean by X?
3. What do you think is the root cause of this issue?
4. What's the most important thing we need to consider? Why?
5. What excites you most about this opportunity?
6. What impact is this having, or could this have?
7. What do you think I should know about this that I might not know?
8. What would be the most helpful thing to take away from this conversation in order to make progress?
9. What have you tried so far? Why hasn't it worked?
10. What would a successful outcome look like? Describe it in detail.



Try It This Week

Explore the Current State Worksheet

Part A: Identify a member of your team who seems to be stuck in a particular area.

Who's the person?

What's the issue?

Which of the 10 Explore the Current State questions could be most useful in helping to shift the person's perspective?

Try It This Week

Explore the Current State Worksheet

Part B: Identify an area of your work where you're feeling stuck.

What's the issue?

Which of the 10 Explore the Current State questions could be most useful in tapping the wisdom of your team on this issue?

How will you use those questions in your 1-on-1s this week?

10 Questions to
**Challenge
Assumptions**



10 Questions to Challenge Assumptions

Try questions like these to help you and your team see potential pitfalls and consider additional options:

1. **What's the biggest opportunity you think we're missing out on?**
2. **How is this situation similar to — or different from — what we've faced before?**
3. **How have things changed since the last time we did this? How might new circumstances lead us to change our approach?**
4. **What important information could we be missing?**
5. **What do people who disagree with this say, and what are the merits of those perspectives?**
6. **How might the data be misleading us?**
7. **What are we assuming that might not be true?**
8. **If we had twice as long to do this work, what might we have time to explore or develop that we're not looking at now?**
9. **If we had half the budget to pursue this idea, what key elements would we still want to keep?**
10. **If we knew that a competitor was pursuing a similar idea, what would our version have that would set it apart?**



Try It This Week

Challenge Assumptions Worksheet

Part A: Identify a member of your team who seems to be stuck in a particular area.

Who's the person?

What's the issue?

Which of the 10 Challenge Assumptions questions could be most useful in helping the person see potential pitfalls and consider additional options?

Try It This Week

Challenge Assumptions Worksheet

Part B: Identify an area of your work where your team is struggling to make progress.

What's the issue?

Which of the Challenge Assumptions questions could be most useful in tapping the wisdom of your team on this issue?

How will you use those questions in your 1-on-1s this week?

10 Questions to
**Discover New
Solutions
or Ideas**



10 Questions to Discover New Solutions or Ideas

Try questions like these to promote learning and expand your team members' view — as well as your own — of possibilities.

1. What has to be true for success to happen?
2. I'm curious — what possible solutions do you see?
3. If we couldn't do it the way you're suggesting, what are some other ways we could get the outcome we want?
4. What have we learned here that we can apply next time?
5. If we forget about finding a perfect solution, what options can we think of now?
6. If we forget about feasibility for now, what's the ideal outcome we want?
7. What's a way that would allow us to deliver greater value to customers?
8. Who has a different perspective and could give us additional ideas on how to handle this?
9. What do we not yet know or understand about this situation that we'd like to know? What's a quick experiment we could try in order to find out?
10. What are some possible paths we could take to reach our goal?



Try It This Week

Discover New Solutions or Ideas Worksheet

Part A: Identify a member of your team who seems to be stuck in a particular area.

Who's the person?

What's the issue?

Which of the 10 Discover New Solutions or Ideas questions could be most useful in helping the person expand the set of possibilities ?

Try It This Week

Discover New Solutions or Ideas Worksheet

Part B: Identify an area of your work where your team is struggling to make progress.

What's the issue?

Which of the 10 Discover New Solutions or Ideas questions could be most useful in tapping the wisdom of your team on this issue?

How will you use those questions in your 1-on-1s this week?

10 Questions to
*Move Toward
an Outcome*



10 Questions to Move Toward an Outcome

Try questions like these to help your team members evaluate ideas and solutions to determine whether they're worth pursuing — and then put those ideas into action.



1. **Of the ideas and solutions we've listed, what are the top one or two you think are worth considering further? Why?**
2. **What do you see as the pros and cons of this idea?**
3. **How would this idea contribute to our business goals (or advance our mission, or solve the problem of X)?**
4. **What factors haven't we discussed yet that could be important to the success or failure of this idea?**
5. **Whose work would be impacted by this? What do you think their input might be? Should we seek their input?**
6. **Based on today's discussion, what specific next steps should we commit to doing to make progress — and by when?**
7. **If you say yes to this, what are you saying no to?**
8. **Are there any reasons we shouldn't proceed?**
9. **As we pursue this, at what point would my input or feedback be helpful?**
10. **How should we measure progress? And what milestones along the way could alert us about whether we're headed in the right direction?**

Try It This Week

Move Toward an Outcome Worksheet

Part A: Identify a member of your team who seems to be stuck in a particular area.

Who's the person?

What's the issue?

Which of the 10 Move Toward an Outcome questions could be most useful in helping the person define a course of action?

Try It This Week

Move Toward an Outcome Worksheet

Part B: Identify an area of your work where your team is struggling to make progress.

What's the issue?

Which of the 10 Move Toward an Outcome questions could be most useful in tapping the wisdom of your team on this issue?

How will you use those questions in your 1-on-1s this week?

Leading Like a Multiplier Starts With Asking Better Questions.

Multipliers are leaders that elicit others' best thinking. When people work with a Multiplier, they show up as the most intelligent, creative, and resourceful version of themselves.

Asking effective questions is a foundational Multiplier skill. You probably noticed that all the questions in this tool are open ended — and that there are no “leading” questions.

Part of the skill of asking better questions is choosing questions that focus the other person's intelligence on

the right problems. And part of the skill is showing up for the conversation as the most curious, open-minded version of yourself.

As you use this tool, feel free to adapt the questions

and add your own. Taking a few minutes to plan for your

1-on-1s will help you use these questions in an intentional way. But don't stop there. Keeping these 40 questions in your “back pocket” can help you create Multiplier moments whenever the opportunity arises.

FranklinCovey provides leadership development solutions that will help you turn all your managers into Multipliers. Our world-class learning solutions — delivered Live-Online, On Demand, or in person — are designed to build exceptional leadership skills at every level of your organization.

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