Contents

Introduction 1

Part I  The Power of Questions
1  An Underused Management Tool 11
2  Benefits of a Questioning Culture 31

Part II  Asking Questions Effectively
3  Why We Have Trouble with Questions 63
4  Asking the Right Questions 83
5  The Art of Asking Questions 103
6  Creating a Questioning Culture 129

Part III  A Guide for Leaders on When and How to Ask Powerful Questions
7  Using Questions in Managing People 151
8  Using Questions to Build Teams 177
9  Using Questions to Solve Problems 199
10 Using Questions to Shape Strategy and Enable Change 213
CONTENTS

Conclusion: Becoming a Questioning Leader 239
Resource A: Biographies of Leaders Interviewed 247
Resource B: Action Learning: A Powerful Training Program for Developing Questioning Leaders 255
Resource C: Resources for Training and Information on Questioning Leadership 271
Notes 275
Acknowledgments 283
About the Author 287
Index 291