



THE EVEREST *Leadership Academy*

Good Leaders Ask Great Questions

John C. Maxwell

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Why Are Questions So Important?

- You only get answers to the questions you ask
- Questions are the keys leading to opportunities
- Questions - most effective means of connecting with people
- Questions cultivate humility
- Questions help you engage others in conversation
- Questions allow us to build better ideas
- Questions give us a different perspective
- Questions challenge mind-sets and get you out of ruts



Quotes

“My greatest strength as a consultant is to be ignorant
and ask a few questions”

Peter Drucker

“The ability to ask the right question is more than half the
battle of finding the answer”

Thomas J. Watson

“ The greatest problem with communication is the illusion
that it has been accomplished”

George Bernard Shaw

“ Any leader who asks the right questions of the right people has
the potential to discover and develop great ideas”

Thomas Edison



What Questions Do I Ask Myself as a Leader?

- Am I investing in myself? A question of personal growth
 - Your self-image-> how you see yourself:
 - You will never be able to bet on yourself unless you believe in yourself
 - Your dream → how you see your future:
 - The size of your dream determines the size of your investment



- Am I genuinely interested in others? A motivational question
 - Will a leader use his or her advantage for personal gain or for the benefit of everyone on the team?
 - Selfish leaders seek power, position, money and prestige
 - Three questions people ask of their leader:
 - Can you help me? – a competence question
 - Do you care for me? – a compassion question
 - Can I trust you? – a character question



- Am I grounded as a leader? A question of stability
 - Good leaders need to exhibit three important qualities:
 1. Humility: understanding your place in light of the bigger picture
 2. Authenticity: by doing everything you can to be yourself without pretense
 3. Calling: having a purpose that is bigger than you



- Am I adding value to my team? A question of teamwork
 - Promote full commitment
 - Getting people to work hard together
 - Create an environment of encouragement and support
 - People thrive on acknowledgement and appreciation
 - Identify adversity as an opportunity to develop character
 - Teamwork is never tested during good times
 - Consider each person's strengths and weaknesses
 - The freedom to do your own thing ends when you have obligations and responsibilities



- Am I staying in my strength zone? A question of effectiveness
 - Almost every person wastes part of his or her life in attempts to display qualities they don't possess
 - The more you focus on your strengths, the better you will be positioned to see and seize opportunities as they arise
 - As you discover your strengths you develop a uniqueness that allows you to have a greater sense of purpose



Am I taking care of today? A question of success

- Good leaders naturally look to the future
- The future isn't where anything gets accomplished. That happens today
- Take care of your relationships today, and you do much to take of success tomorrow
- Today will never happen again, so we must make it count. Do that with every day, and tomorrow will take care of itself



- Am I investing my time with the right people? A question of ROI
 - ❑ The influence factor - do they influence others?
 - ❑ The capacity factor - do they have the potential to grow and develop?
 - ❑ The attitude factor – do they desire to grow and develop themselves?
 - ❑ The chemistry factor – do we like each other?
 - ❑ The passion factor – are they self motivated?
 - ❑ The character factor – are they grounded?
 - ❑ The values factor – are our values compatible?
 - ❑ The teamwork factor – do they work well with others?
 - ❑ The support factor – do they add value to me?
 - ❑ The creative factor – can they find possibilities in impossibilities?



What Questions Do I Ask My Team Members?

- What do you think?
- How can I serve you?
- What do I need to communicate?
- Did we exceed expectations?
- What did we learn?
- Did we add value?
- How do we maximize this experience?
- What do I need to know?
- How do we make the most of this opportunity?
- How are the numbers?
- What am I missing?



Questions Leaders Ask Me

Why does leading myself seem more difficult than leading others?

- We have blind spots – don't see ourselves realistically
- We see others in light of their actions

- A singular perspective:
 - We have a singular perspective – if your only tool is a hammer you see every problem as a nail

- Insecurity:
 - We think of ourselves first
 - We limit our best people – they threaten us
 - We need credit – its irks them to share it



- An out-of-control ego:
 - Pride is at the bottom of all great mistakes
 - They believe others are inferior to them

- Weak character:
 - A deal breaker when leading yourself or others
 - Do others show reluctance to trust you?
 - When values, thoughts, feelings, and actions are not in alignment
 - Do you make vows, resolutions, or decisions to change and then go back to your old behavior?



What Gives a Leader Sustainability?

- Passion
 - Energy and credibility
 - Inspiring – doing what you love to do
- Principles
 - True to yourself
- Practices
 - Maintain a positive attitude
- People
 - The people around you will either wind you up or wear you down



What Are the Most Important Values for a Leader?

- Servanthood
 - True leaders are motivated by loving concern, rather than a desire for personal glory, they are willing to pay the price

- Purpose
 - Let your Why direct your What
 - You can't grow to your potential if you don't know your purpose

- Integrity
 - Focus more on your responsibilities than on your rights



- Relationships
 - ❑ Treat people with kindness and respect
 - ❑ Effective leaders initiate
 - ❑ They learn who they are
 - ❑ They offer assistance

- Renewal
 - ❑ A balanced program for self-renewal
 - ❑ Physical, social/emotional, mental, and spiritual renewal



How Do You Lead with Humility When in the Tough Corporate World It's Viewed as a Weakness?

- Humility doesn't mean being weak – just thinking of yourself less

Pride

Discounts team building
Makes us unteachable
Closes our minds to feedback
Prevents us from admitting mistakes
Distorts our perception of reality
Prompts poor character choices
Limits our potential

Humility

Encourages team building
Values teachability
Opens us up to feedback
Allows us to face our mistakes
Enables us to face reality
Promotes character building
Enlarges our potential



How Does Leadership Work?

- Does everyone have the potential to be an effective leader?
 - Leadership is developed – it's a process
 - Environment – a product of your environment / more difficult to develop if not in right environment
 - Exposure – inspiration for leadership
 - Read books; listen to great leaders speak
 - Equipping – intention for leadership
 - Leadership is influence – can be taught
 - You can learn to connect with people
 - Mentoring helps



What is the Ultimate Purpose of Leadership ?

- Adding value to people
 - Make everything and everyone you touch a little bit better
 - Learn their life stories and ask questions
 - Believe in them



What is the Difference Between Delegating & Abdicating Responsibility?

- Good leaders always take into account the skills, abilities, and interests of the person doing the work
- People who abdicate responsibility neglect leadership when they dump tasks on other people
- Good delegating includes carefully selecting the right person for the task
- You can delegate authority, but you cannot delegate responsibility



What Are the Top Skills Required to Lead People Through Sustained Difficult Times?

- Define reality
 - A time of turbulence is a dangerous time, but its greatest danger is a temptation to deny reality – a leader's first responsibility
- Remind them of the big picture
 - Leaders can afford to be uncertain, but not unclear
- Help them develop a plan
 - Know where you are and where you want to go



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- Help them make good choices
 - Leaders have gained experience and developed wisdom

- Value and Promote Teamwork
 - As a challenge escalates, the need for teamwork elevates

- Give them hope
 - The leader must keep hope alive
 - Hope is the foundation of change

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How Do I Get Started in Leadership?

- When there is no track record of success?
 - ❑ You need to earn credibility, trust through character and competence
 - ❑ As people's trust grows, so will your influence
 - ❑ Makes things right
 - ❑ Tell the truth

- How do you determine your leadership potential?
 - ❑ Leadership begins with a need
 - ❑ Use your natural abilities to help others
 - ❑ Make the most of your passion
 - ❑ Develop your influence



How Can I Discover My Unique Purpose as a Leader?

- Discovering your purpose takes time
 - First you need to know yourself – built on your strengths
 - Once you discover your strengths, you must intentionally increase your time using them
 - Target your work toward your strengths – “I was born to do this”



How Can I Develop Leaders?

- Identify leadership potential
 - You will develop good leaders only if you find people who have strong leadership potential – who make things happen
 - Leaders are influencers
 - Character – who they are
 - Relationship – whom they know
 - Knowledge – what they know
 - Communications – how they connect
 - Passion – what they feel
 - Experience – where they're been
 - Past successes – what they/re done
 - Ability – what they can do

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