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## ASKING QUESTIONS

Asking questions is key to having an effective conversation. Well-formulated questions will allow you to maintain a smooth interaction with the interlocutor and conduct the conversation in such a way as to maximise the benefit to the interlocutor. Although there are many kinds and types of questions, the foundation of the ones you ask during a conversation should be discovery.

The value associated with questions is also that they keep the interviewee focused and define the direction of the conversation. Every leader is an explorer whose primary goal is to find the question that will make the interlocutor take 'a step forward'. Also, don't be afraid of moments when the conversation goes in directions you hadn't anticipated before. Remember that you cannot have total control.

Every valuable conversation includes a series of moments where we ask questions. As a leader use questions, discover the values and motivations of the interviewee.

For a question to have an excellent effect:

- Ask it at the right time
- Give your interlocutor time to think, don't be afraid of silence
- Do not expect a predetermined answer.

As a leader, ask questions that show you are actively listening and understand the other person's point of view. They should include questions about the **current situation, feelings, the interlocutor's view of themselves, intuitive** questions.

Ask questions that provoke the interviewee to explore, engage and look deeper into their problem. They should include questions about **desires and motivations, thought provoking, about specific information, diagnostic questions, those about possibilities, about meaning: 'For what reason...? Why...?'**.

Certain types of questions allow space for the other persons to grow. They should be **clarifying, prioritising, arranging, rhetorical** questions and those about **integrity**.

When interviewing employees, remember that one of the elementary goals is for your interviewee to grow. Avoid questions about the past and assessing what went wrong. Focus the interviewee's attention on their goals and vision for the future. Questions **about goals, motivations/desires, about solutions, challenges, actions, increasing commitment** will be helpful here.

Below you will find some examples of each type of question.

### Questions about feelings

Ask questions about feelings when you want to find out more about the interviewee's situation and how it affects their emotional state, for example: 'How does it affect you?'

### Questions concerning the current situation

To find out what the interviewee's current situation is, ask questions such as: 'Which of the things you don't want to do currently take up a lot of your time?'



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### Questions concerning desires and motivation

You can ask these questions whenever you want to find out what the interlocutor really wants and what drives them, for example: 'What are the opportunities that you are currently not taking advantage of, but would like to do so?'

### Intuitive questions

These are questions that appeal to your natural instinct as a leader. There will be a moment in every conversation when you just know what to ask, for example: 'Don't you think you can handle it?'

### Questions about specific information

This group of questions helps the interviewee to elaborate on the specifics of the current situation for their own use and to reflect on how they can review their progress, for example: 'How helpful has this conversation been to you?'

### Diagnostic questions

They are of a multi-layered nature. Ask them whenever you feel that the interviewee has not yet given you all the information on a particular topic, for example: 'You mentioned that you happen to react this way. In what situations does it happen to you most often?'

### Clarifying questions

They should be used to clarify distortions in the flow of the conversation caused by assumptions and beliefs, for example: 'To what extent does it all relate to what you wanted to discuss in our meeting?'

### Questions about priorities

They allow you to determine what is most important and to structure the flow of the conversation, for example: 'Can we go back the previous topic before we talk about the next issue?'

### Questions about goals

They help the interviewee set precise goals and motivate them to take specific actions, for example: 'What exactly would you like to achieve in the next two years?'

### Questions about solutions

Ask them to get a quick answer on a specific problem or challenge, for example: 'What is the first thing you want to do now?'

### Questions about challenges

When you want to get a strong answer and encourage your interlocutor to be creative, for example: 'How can you be even better at what you do?'



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