





What Questions are Effective and Humane?





Questions are humane
or exploitative



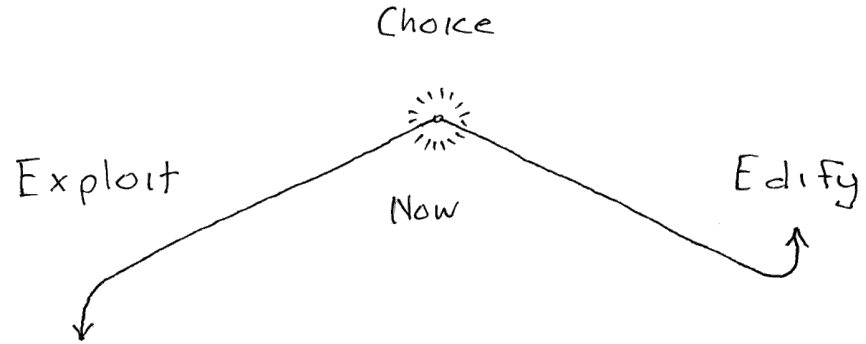
Is Your Intention with this Question Humane?

Exploitative Purposes

- Coercion
- Manipulation

Edifying Purposes

- Invitation to shift perspective or transcend
- Curiosity to deepen or expand thinking



Exploitative Questions

- Can you take care of this by...? (possibly exploitative)
- You may not want to, but could you... ?
- Can I trust you to...?
- What, are you sacred?
- Are you trying to embarrass me?
- Why won't you just admit...?

How Can We Find Even More Relational Questions?

Connecting questions give us opportunities to reveal something about ourselves and explore the “second infinity” of the other:

- Visions and desires - what drives us
- Values - what we care about most deeply
- Unique qualities and experiences
- Fears and concerns
- Weaknesses and constraints

Questions Can Build Connection

36 questions and a gaze to fall in love - in the New York Times - [here](#)

For example, these start with politely revealing values, but quite open ended. Built in secondary questions to add depth:

1. Given the choice of anyone in the world, whom would you want as a dinner guest?
2. Would you like to be famous? In what way?
3. Before making a telephone call, do you ever rehearse what you are going to say? Why?
4. What would constitute a “perfect” day for you?

Can We Ask More Humane Questions?

Some guidelines for humane, relational questions

- Intimacy gradient - ask geographical and aspirational questions first
 - **Primary** - questions as starting places (openings) or as litmus tests
 - **Secondary** - follow up questions, dig into values, assumptions, definitions, motivations, and darker corners - answers may contain elevator statements
- Questions that lead consciousness towards joyful experiences and hopes, or not
 - Questions that lead us into our our senses, heart, and body rather than searching our minds

Discover Overlaps to Build Connection

What do they care about?

What is their experience

What can I learn from you?

What does this situation look like from your PoV?

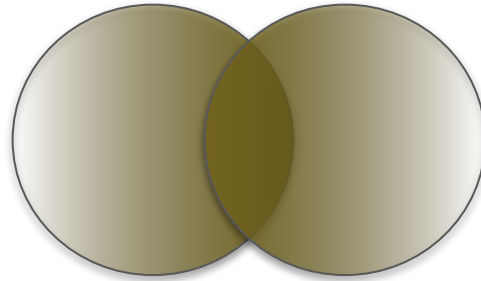
What advice would you offer?

What do you care about?

What do you need?

What does the project, team or org need?

What do we both want to learn?



Humane Questions Create Curiosity & Compassion

Do you ever notice?

Do you ever wonder why?

What do you think of ____?

What did you learn from that experience?

What's still mystifying to you?



Questions

can effectively

Improve Performance



Can We Ask More Effective Questions?

Some guidelines for effective, impactful questions

- Begin a shared search for truth by questioning
 - Shared assumptions
 - First principles
 - Correlations, and causal chains, and processes
- Inquire into performance improvement
 - What's true about our current level of performance?
 - How might we improve our level of performance (Performance Wisdom Jig)

Edifying Questions

- What can we learn from this?
- Do you have any ideas to improve this?
- What are you thinking is the logical next step?
- What would you like to do next?
- How can I help you?

Humane Leaders Ask Performance Questions

- **Motivations**
 - What excites you about this work?
 - Do you understand the importance of this?
- **Opportunity**
 - Do you have time to do this...?
 - Do you any approvals?
- **Clarity of Expectations**
 - Are you clear on what needs to be done, by when?
- **Ability**
 - Do you have all the tools and skills required to do this work?

Driving Results with Processes and Checklists

- Processes and checklists are sets of questions that drive results
 - A process structures the where do I start, then what questions in a clear, routine way
 - Checklists are questions around process or state asked regularly to ensure the performance and results we desire
 - Checklists can include an evolving, real time task list, static list of tasks to be done regularly, and data about the state of the process (temperature, number of clients served, etc)

Sample ICU Daily Checklist

Evolving, real time task list

Static list of tasks to be done regularly

Questions to collect data about the state of the process

MICU DAILY INTERDISCIPLINARY PLAN	
Date: _____ Housestaff: _____ On-Call _____	
Previous Shift RN's Concerns <ul style="list-style-type: none"> • _____ • _____ • _____ • _____ • _____ • _____ 	IV Access TYPE _____ Insertion date: ____/____/____ Sites ok: Site documented on IV catheter record? ____ Adequate access? ____ Can any be removed? ____
Changes since initial assessment CV/hemodynamics _____ <ul style="list-style-type: none"> • _____ Pulm _____ <ul style="list-style-type: none"> • _____ Neuro _____ <ul style="list-style-type: none"> • _____ GI/GU _____	Restraints <input type="checkbox"/> MD Order <input type="checkbox"/> N/A <input type="checkbox"/> Form filled out
Sedation/Pain <input type="checkbox"/> N/A RASS: _____ CAM/ICU _____ Sedation: _____ Decreased? Y_ N_ _____ Why? _____ Why not? _____ Pain? _____ Anxiety? _____	Indication for foley: <input type="checkbox"/> N/A <input type="checkbox"/> Unstable (hemodynamic or severe hypoxia) <input type="checkbox"/> Uncleared spine (female only) <input type="checkbox"/> Obtunded <input type="checkbox"/> Urologic requirement (surgical issue) <input type="checkbox"/> Wound contamination
Prophylaxis <ul style="list-style-type: none"> • DVT: Heparin _____ Compression _____ • HOB > 30 _____ no, Why? _____ • Orthotics? _____ • GI prophylaxis? _____ • PT consult needed? _____ 	Family Discussion/Issues <ul style="list-style-type: none"> • _____ • _____
Nutrition/Endocrine TPN _____ (yes, why? _____) TEN @ goal? (No, why? _____) Glucose > 150 _____ need gtt? _____ Bowel regimen? _____	Skin/Wounds <ul style="list-style-type: none"> • _____ • _____
CODE STATUS: DNAR _____ FULL _____ RN _____ Initial _____ Shift _____ RN _____ Initial _____ Shift _____ <input type="checkbox"/> Plan reviewed by Fellow/Attending: Signature: _____	Problem/Plan (Document progress on back) <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____

