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David Lill
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PAR Board
Quarterly Training

QBQ!
The Question Behind
the Question



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What is Leadership?

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Leadership is...

NOT ABOUT A POSITION

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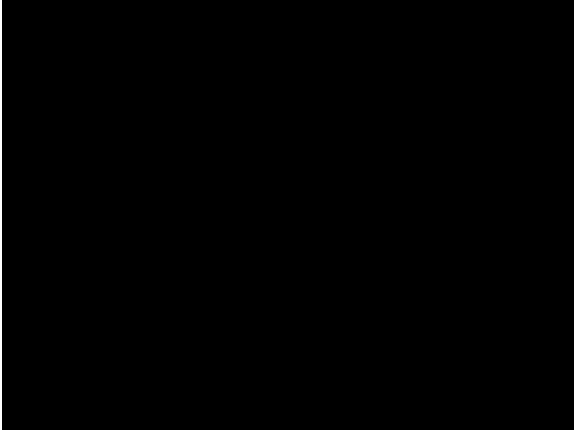
Leadership is Influence!

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Leadership is...

Leadership, more than anything else, is about the way we think. It's a moment to moment disciplining of our thoughts. It's about practicing personal accountability and choosing to make a positive contribution, no matter what our role. If we think like leaders, then we are leaders (Miller).

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A Simple Rule: Fess Up and Fix It

8



How would you define Personal Accountability

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Personal Accountability:

Taking responsibility for one's actions, problems, and feelings instead of blaming others.

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It Ain't My Fault

"Blame my raisin' on my name, **Blame** my name on my raisin', and **Blame** my lack of knowing better on public education. **Blame** smoke on the fire, **Blame** fire on the smoke, **Blame** the fight on the bouncer that couldn't take a joke."

"But it ain't my fault. I got my hands up. I need an alibi. Find me a witness who can testify. You made a mistake. You got the wrong guy. I'm only guilty of a damn good time. No it ain't my fault"

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Nobody to Blame

"She took down the photograph of our wedding day
Ripped it down the middle and threw my half away

And I got nobody to blame but me

She broke all my fishing rods

Put my guns in hock

Threw my clothes out in the yard

And changed out all the locks

And I got nobody to blame but me

I know right where I went wrong

I know just what got her gone

Turned my life into this country song

And I got nobody to blame but me"

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WELL... THAT'S
QUITE A STORY.

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Why is personal accountability so rare?

Why do we blame others?

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How Can We Be More Personally Accountable?

By asking better questions.
Focusing on the Question behind the Question

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Getting to the QBQ Eliminates

- 1. Blame
- 2. Complaining (victim thinking)
- 3. Procrastination

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You Know These People...

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3 Guidelines for QBQ

1. Begin with What or How
2. Contain an "I"
3. Focus on action

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Why Not Why?

Because it creates victims who just whine and complain

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- Why don't others work harder
- Why is this happening to me
- Why do they make it so difficult to me
- Why don't I ever get a break
- Why, Why, Why

25



ASK BETTER QUESTIONS:

- How can I do my job better today?
- What can I do to improve this situation?
- How can I support others?

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Why Not When?

Because it creates procrastination and inaction.

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--When will they take care of this problem

--When will that customer get back to me

--When will I get the info so I can make a decision

--When's someone gonna tell me what's going on around here

Five horizontal lines for writing notes.

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Procrastination is the Friend of Failure.

Five horizontal lines for writing notes.

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ASK BETTER QUESTIONS:

How can I get what I need to move forward?

What solution can I provide?

What can I do to improve this situation?

Five horizontal lines for writing notes.

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Why Not Who?

Because it creates fear, lack of teamwork, and disengagement

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- Who dropped the ball?
- Who missed the deadline?
- Who make the mistake?

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ASK BETTER QUESTIONS:

- What can I do to get this back on track?
- How can I help _____ move forward?
- What action can I take to "own" this difficult situation

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Ownership

A commitment of the head, hand,
and heart to fix the problem and
never again *affix* the blame

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Key Takeaways

All QBQs Contain “I”
Personal Accountability Begins
with “I”, not you.

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2 Statements

- Only you can change you.
- I can only change myself.

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2 Myths:

Personal accountability is about holding other people accountable

Personal accountability is a group or team thing

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Exercise:

What is one thing you would change to enhance the effectiveness of your organization?

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ME!!!

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Key Takeaways

All QBQs Focus on ACTION!
How can I make a difference today?

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Thoughts on Action

- Action, even when it leads to mistakes, brings growth and learning. Inaction brings stagnation and atrophy.
- Action leads toward solutions. Inaction does nothing and holds us in the past
- Action requires courage. Inaction often indicates fear.
- Action moves us forward in life. Inaction allows for procrastination to win.

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Thoughts on Action

It is better to be the one who is told to wait than one who waits to be told.

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CASE STUDY

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The Spirit of the QBQ!

- Ask only What or How questions:
No more victim thinking, complaining, procrastination, or blaming.
- I can only change me!
- Take action!

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Personal Reflection

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QUESTIONS??

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Citation:

The Question behind the Question
(Miller)

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Can I Help You Further???

David Uhl, PhD
Certified Trainer (DISC)
Speaker & Coach
740-412-3957
davidauhl@gmail.com



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