

# Approach 3/5: start your activities and practice with assessment/thinking questions & working template

Your tasks for setting the stage	Thinking questions	Your next activity and practice (fill in)
<p><b>Frame the work</b> Set expectations about failure, uncertainty, and interdependence to clarify the need for voice</p>	<ul style="list-style-type: none"> <li>→ Have I clarified the nature of the work?</li> <li>→ To what extent is the work complex and interdependent? How much uncertainty do we face? How often do I refer to these aspects of the work?</li> <li>→ How well do I assess shared understanding of these features?</li> <li>→ Have I spoken of failures in the right way, given the nature of the work? Do I point out that small failures are the currency of subsequent improvement?</li> <li>→ Do I emphasize that it is not possible to get something brand new right the first time?</li> </ul>	<p><i>Example</i></p>
<p><b>Emphasize the purpose</b> Identify what is at stake, why it matters, and for whom it matters</p>	<ul style="list-style-type: none"> <li>→ Have I articulated clearly why our work matters, why it makes a difference, and for whom?</li> <li>→ Even if it seems obvious given the type of work or industry I am in, how often do I talk about what is at stake?</li> </ul>	<p><i>Example</i></p>

Source: Edmondson 2019, The Fearless Organization, p 181, Management Kits

# Approach 4/5: start your activities and practice with assessment/thinking questions & working template

Your tasks for inviting participation	Thinking questions	Your next activity and practice (fill in)
<p><b>Demonstrate situational humility</b> Acknowledge gaps</p>	<ul style="list-style-type: none"> <li>→ Have I made sure that people know that I do not think I have all the answers?</li> <li>→ Have I emphasized that we can always learn more? Have I been clear that the situation we're in requires everyone to be humble and curious about what's going to happen next?</li> </ul>	<p><i>Example</i></p>
<p><b>Practice inquiry</b> Ask good questions Model intense listening</p>	<ul style="list-style-type: none"> <li>→ How often do I ask good questions rather than rhetorical ones? How often do I ask questions of others, rather than just expressing my perspective?</li> <li>→ Do I demonstrate an appropriate mix of questions that go broad and go deep?</li> </ul>	<p><i>Example</i></p>
<p><b>Set up structures &amp; processes</b> Create forums for input Provide guidelines for discussion</p>	<ul style="list-style-type: none"> <li>→ Have I created structures to systematically elicit ideas and concerns?</li> <li>→ Are these structures well designed to ensure a safe environment for open dialogue?</li> </ul>	<p><i>Example</i></p>

Source: Edmondson 2019, The Fearless Organization, p 181, Management Kits

# Approach 5/5: start your activities and practice with assessment/thinking questions & working template

Your tasks for responding productively	Thinking questions	Your next activity and practice (fill in)
<p><b>Express appreciation</b> Listen, acknowledge and thank</p>	<ul style="list-style-type: none"> <li>→ Have I listened thoughtfully, signaling that what I am hearing matters?</li> <li>→ Do I acknowledge or thank the speaker for bringing the idea or question to me? Listen thoughtfully</li> </ul>	<p><i>Example</i></p>
<p><b>Destigmatize failure</b> Look forward Offer help Discuss, consider, and brainstorm next steps</p>	<ul style="list-style-type: none"> <li>→ Have I done what I can to destigmatize failure? What more can I do to celebrate intelligent failures?</li> <li>→ When someone comes to me with bad news, how do I make sure it's a positive experience?</li> <li>→ Do I offer help or support to guide the next steps?</li> </ul>	<p><i>Example</i></p>
<p><b>Sanction clear violations</b></p>	<ul style="list-style-type: none"> <li>→ Have I clarified the boundaries? Do people know what constitute blameworthy acts in our organization?</li> <li>→ Do I respond to clear violations in an appropriately tough manner so as to influence future behavior?</li> </ul>	<p><i>Example</i></p>