**Staying in Questioning Mode**

Narrator: Jess is an executive director of a women’s health organization. Her associate director, Angela, is continually coming to her for solutions to problems in dealing with staff. Jess is really popular with her staff, in part because she’s got an open door policy and is always available to give people the answers to their problems. She’s a fixer. Unfortunately she’s exhausted, behind on her fundraising deadlines, and stressed out because she doesn’t have time to do her own work. She knows if she doesn’t do something different she won’t be able to keep up.

Angela: Hey, have you got a minute?

Jess: Sure, what’s up?

Angela: I am really struggling with what to do about Juan. He keeps missing his deadlines, and when he turns his work in, it’s not very good.

Jess: You’ve come to me several times in the past couple of weeks about Juan. What do you think is going on here?

Angela: I don’t know. I was hoping you could tell me. What am I doing wrong?

Jess: Well, I could give you some suggestions about what I think might be going on, but my guess is you’ve got some ideas yourself. How about if we think through this together?

Angela: That sounds good.

Jess: What are you expecting of Juan?

Angela: I expect him to turn in his stuff on time!

Jess: When you say “turn his stuff in on time,” what do you mean by that? What specifically do you want him to do and by when?

Angela: Well, I need him to complete his research on potential funders and give me a list by the end of the week.

Jess: If he did this right, what would the research look like to you?

Angela: He would have used FC Search to find foundations that fund health care or women’s issues, and we would put contact information and grant-giving guidelines in a spreadsheet.

Jess: What else? 🡺

*Narrator: Angela goes on to share her expectations of Juan*

Jess: How have you shared these expectations with him?

Angela: Well, not this specifically.

Jess: So, what do you want to do about it?

Angela: Well, I think I need to talk to him again to make sure he is clear about what I’m asking.

Jess: What else do you think he might need to complete this task?

Angela: I guess I need to ask him that, too. I am guessing he may not be very familiar with FC Search. It can be kind of hard to navigate. I should probably spend some time with him on that, since it’s his first time.

Jess: So, what’s your plan?

Angela: I am going to talk to him this afternoon.

Jess: Great! Let’s check in after you’ve talked to see how it went.