

MATTHEW PHILIP

LESSONS FROM LASSO

Humble Inquiry and Beginner's Mind







WHO IS THIS FOR?

Anyone who is:

- seeking more productive, positive relationships
- looking for new ways of understanding what is really going on
- wanting to be more helpful
- leading in a VUCA environment

WHO IS TED LASSO?

Press Conference

WHAT QUESTIONS DID YOU ASK LAST WEEK?

WHAT IS HUMBLE INQUIRY?

ART

- DRAWING SOMEONE OUT
- ASKING QUESTIONS TO WHICH YOU DO NOT ALREADY KNOW THE ANSWER
- BUILDING A RELATIONSHIP BASED ON CURIOSITY AND INTEREST IN ANOTHER PERSON.

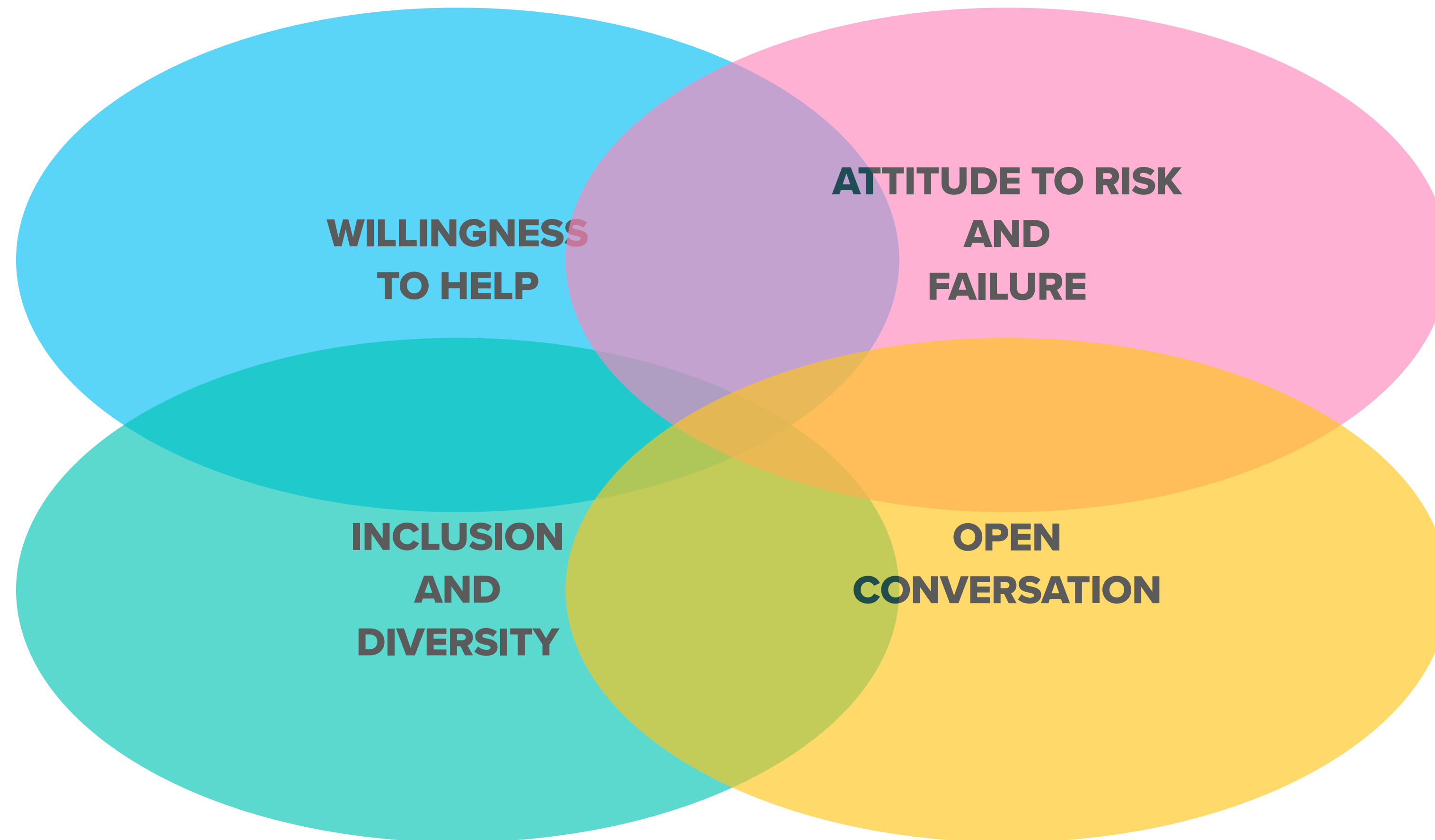
ATTITUDE

- LISTENING MORE DEEPLY TO HOW OTHERS RESPOND TO OUR INQUIRY
- RESPONDING APPROPRIATELY
- REVEALING MORE OF OURSELVES IN THE RELATIONSHIP-BUILDING PROCESS

LEADERS ASK AND INVITE

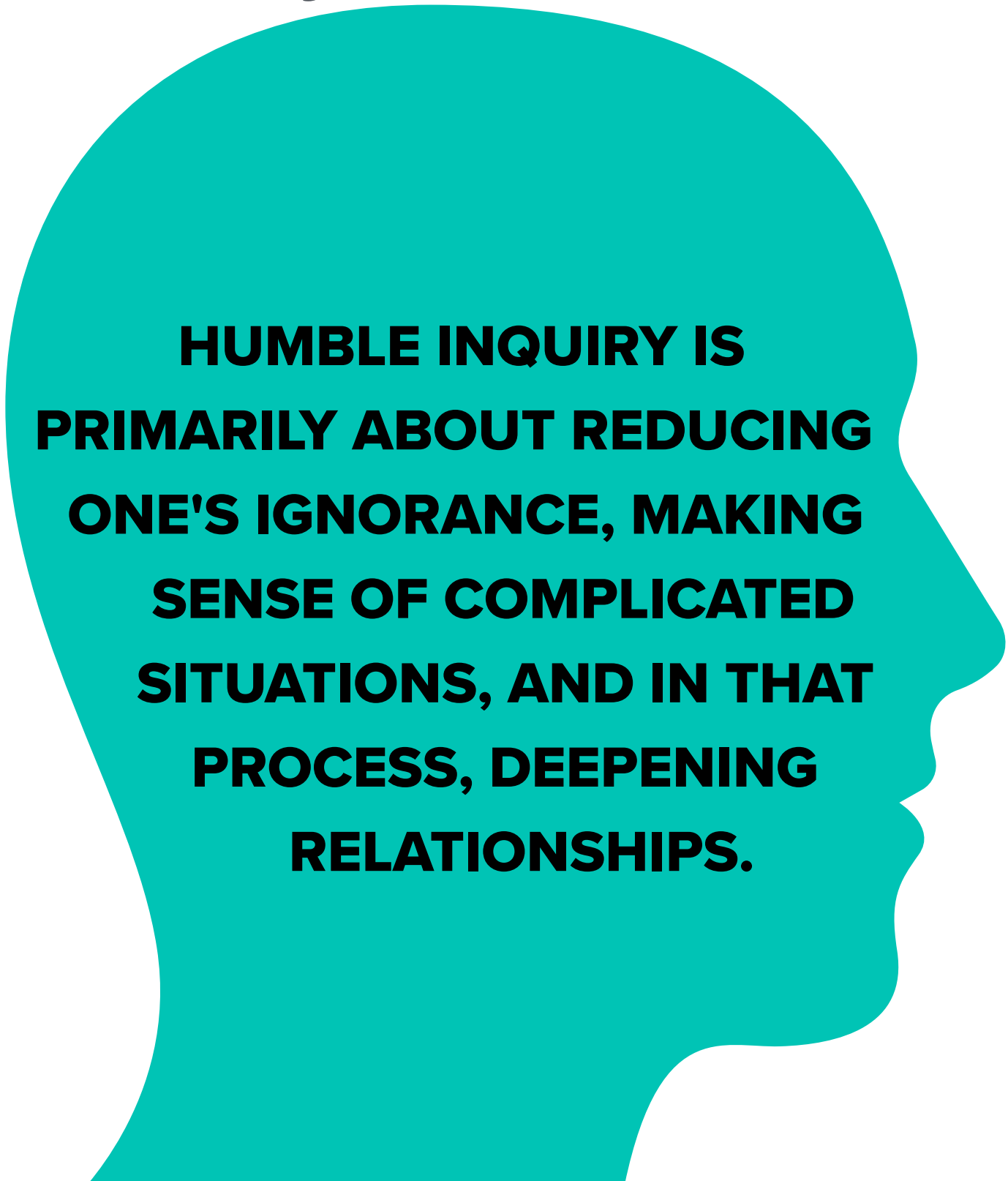
Nate the Kit Man

HUMBLE INQUIRY CREATES SAFETY



HUMBLE INQUIRY EXAMPLES

- "What else do we need to know?"
- "How did we/you arrive at this point?"
- "How do we make sense of this situation that we don't fully understand yet?"
- "What have I missed?"
- "What might we do?"
- "What do *you* think about it?"



**HUMBLE INQUIRY IS
PRIMARILY ABOUT REDUCING
ONE'S IGNORANCE, MAKING
SENSE OF COMPLICATED
SITUATIONS, AND IN THAT
PROCESS, DEEPENING
RELATIONSHIPS.**

CONTEXT > CONTENT

"WHAT IS GOING ON?" OR "WHY IS THIS HAPPENING?" > "WHAT CHANGED?"

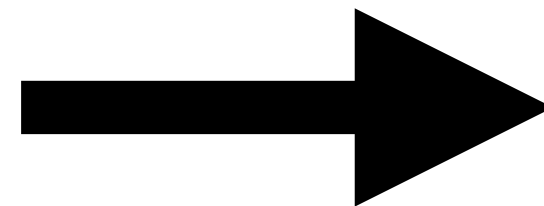
**WHAT QUESTIONS DID YOU ASK LAST WEEK?
HOW MIGHT YOU MAKE THEM MORE OPEN?
WHY DOES IT MATTER?**

ASK > TELL

AVOIDING THE TELL TRAP

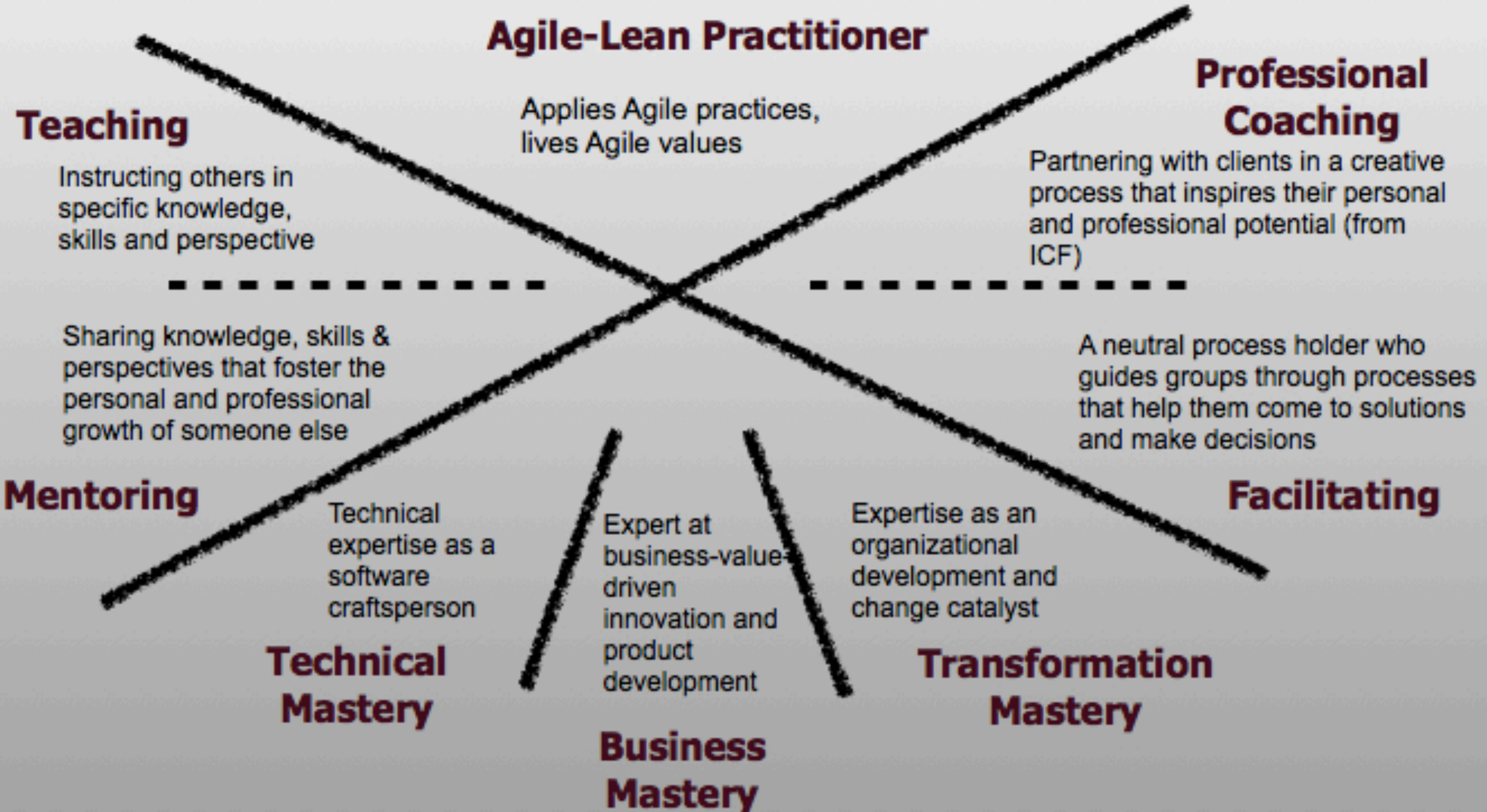
“HOW DO WE DO X?”

- **TELL**
- **PROVIDE SOLUTIONS**



- **“WHY DO YOU NEED ADVICE HERE?”**
- **“WHY DO YOU NEED IT NOW?”**
- **“WHY ARE YOU ASKING ME FOR THIS ADVICE?”**

STANCES: ASKING VS. TELLING



INCREASE YOUR TEAM'S LEVEL OF OPEN CONVERSATION

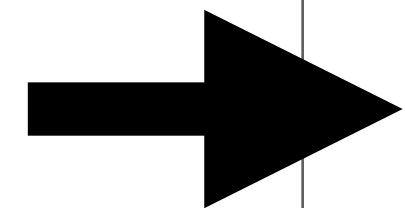
- Increase your “ID Ratio” — Interrogative:Declarative (Ask twice as many questions as you tell)
- Replace “I think” statements with “what if” questions to invite voice and limit self promotion.
- Make yourself available and listen with curiosity and genuine interest
- Share what you are learning or taking away from a conversation

THE POWER OF GRATITUDE AND COMPLIMENT

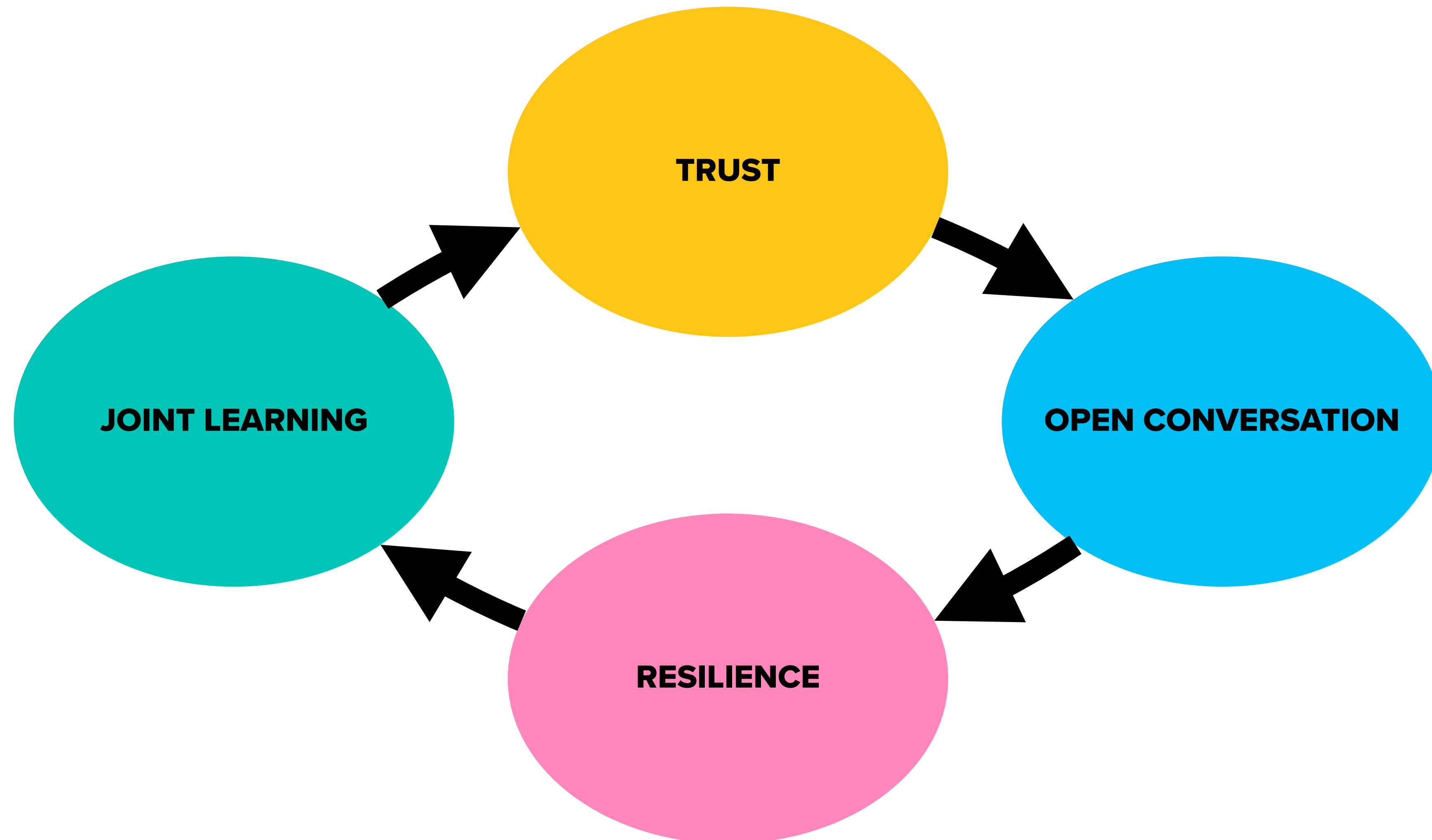
Meeting Roy

LEVELS OF RELATIONSHIP

Relationship Level	Descriptor
-1	Domination/exploitation
1	Transactional (professional distance)
2	Personal (openness and trust)
3	Intimacy



VIRTUOUS CIRCLE OF LEVEL 2 RELATIONSHIPS



ADMIT YOUR IGNORANCE

Meeting with Rebecca

BEGINNER'S MIND

Watching the Kids Play

KOKORU

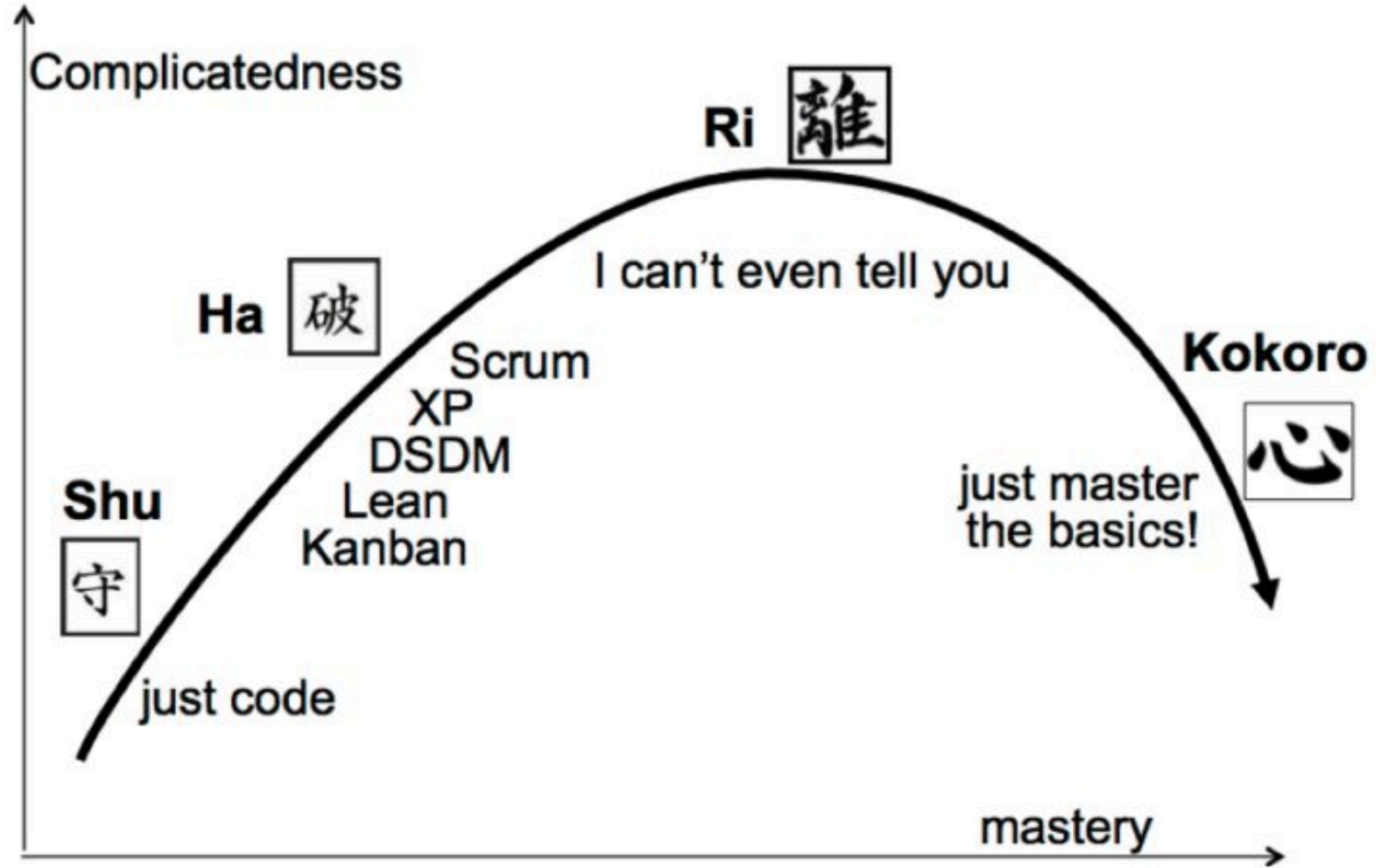


Figure 1. *The Shu-Ha-Ri-Kokoro progression.*

CURIOSITY ABOUT SOMETHING NEW

Dinner with Trent

BE CURIOUS, NOT JUDGMENTAL

Darts with Rupert

**“WITHOUT QUESTIONS,
THERE IS NO LEARNING.”**

— W. EDWARDS DEMING

DAVID MARQUET'S "I'M NEW-HERE" QUESTIONS

- What are the things you are hoping I don't change?
- What are the things you are secretly hoping I do change?
- What are the good things we should build on?
- If you were me, what would you do first?
- Why aren't we doing better?
- What are your personal goals for your time here?
- What impediments do you have to doing your job?
- What is our biggest challenge?
- What is your biggest frustration?
- What is the best thing I can do for you?

TAKEAWAYS FOR TOMORROW

- Track your “ID Ratio”
- “I’m new here” questions
- Be a “Don’t Knower”
- Occasional safety checks





SOURCES AND RESOURCES

- Humble Inquiry by Edgar Schein
- Ted Lasso TV show
- The Fearless Organization by Amy Edmondson
- www.wwtldpodcast.com
- Humankind by Rutger Bregman
- <https://www.optimistdaily.com/2017/05/humble-inquiry-ask-donttell/>
- Heart of Agile, Alistair Cockburn
- Turn the Ship Around by David Marquet



VIDEO LINKS

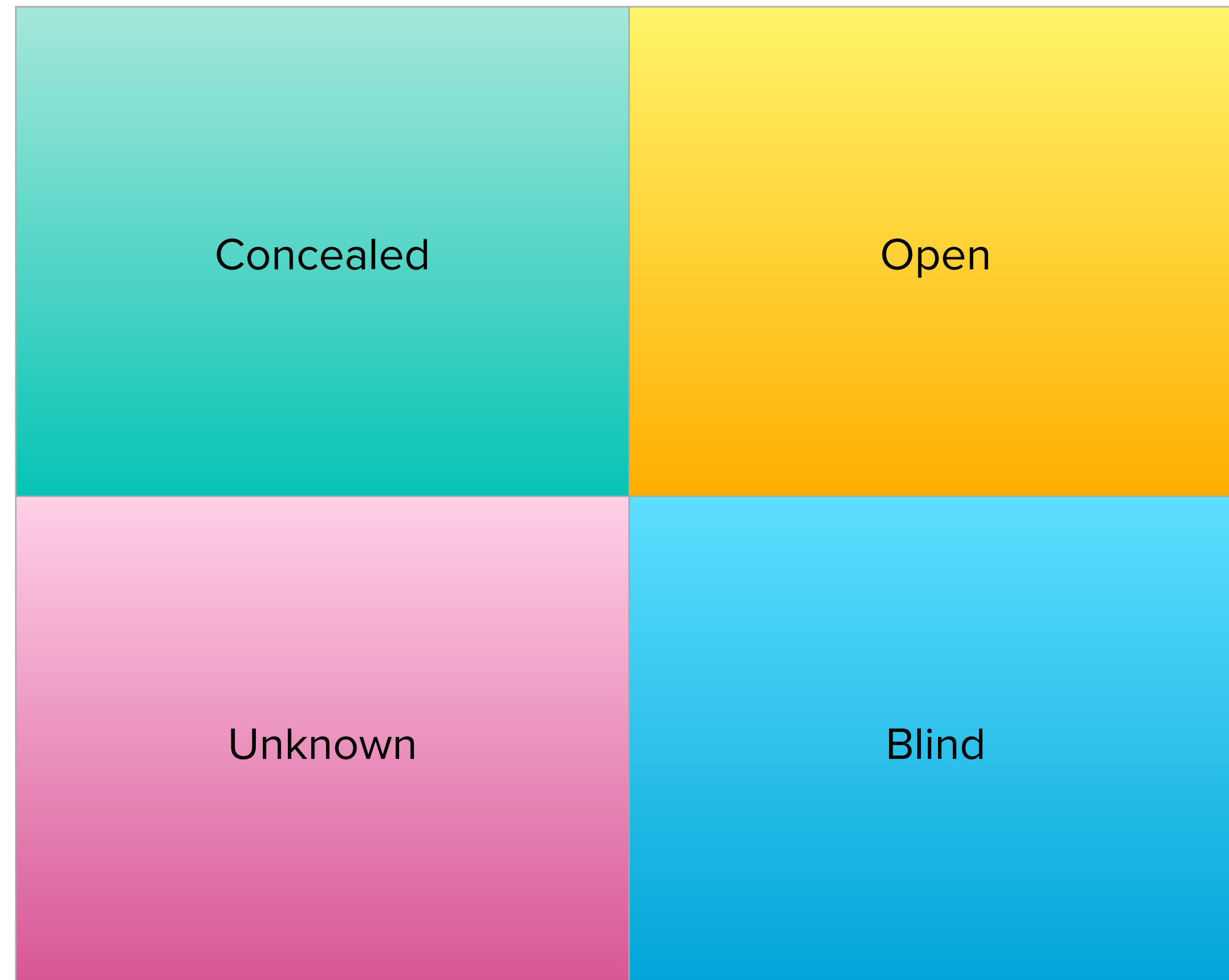
- **Who is Ted Lasso?**
<https://youtu.be/rZiyssEHokw>
- **Leaders Ask and Invite:**
<https://youtu.be/nhKHwcc7YQ>
- **The Power of Gratitude and Compliment:**
<https://youtu.be/AGAeTQMxx50>
- **Admit your Ignorance:**
<https://youtu.be/fMKONVejhHw>
- **Beginner's Mind**
<https://youtu.be/bJjPBWs3aEE>
- **Leaders ask and invite:**
<https://youtu.be/nhKHwcc7YQ>
- **Be Curious, not judgmental:**
<https://youtu.be/jlA2jgDRZVY>

EXTRA TIME!

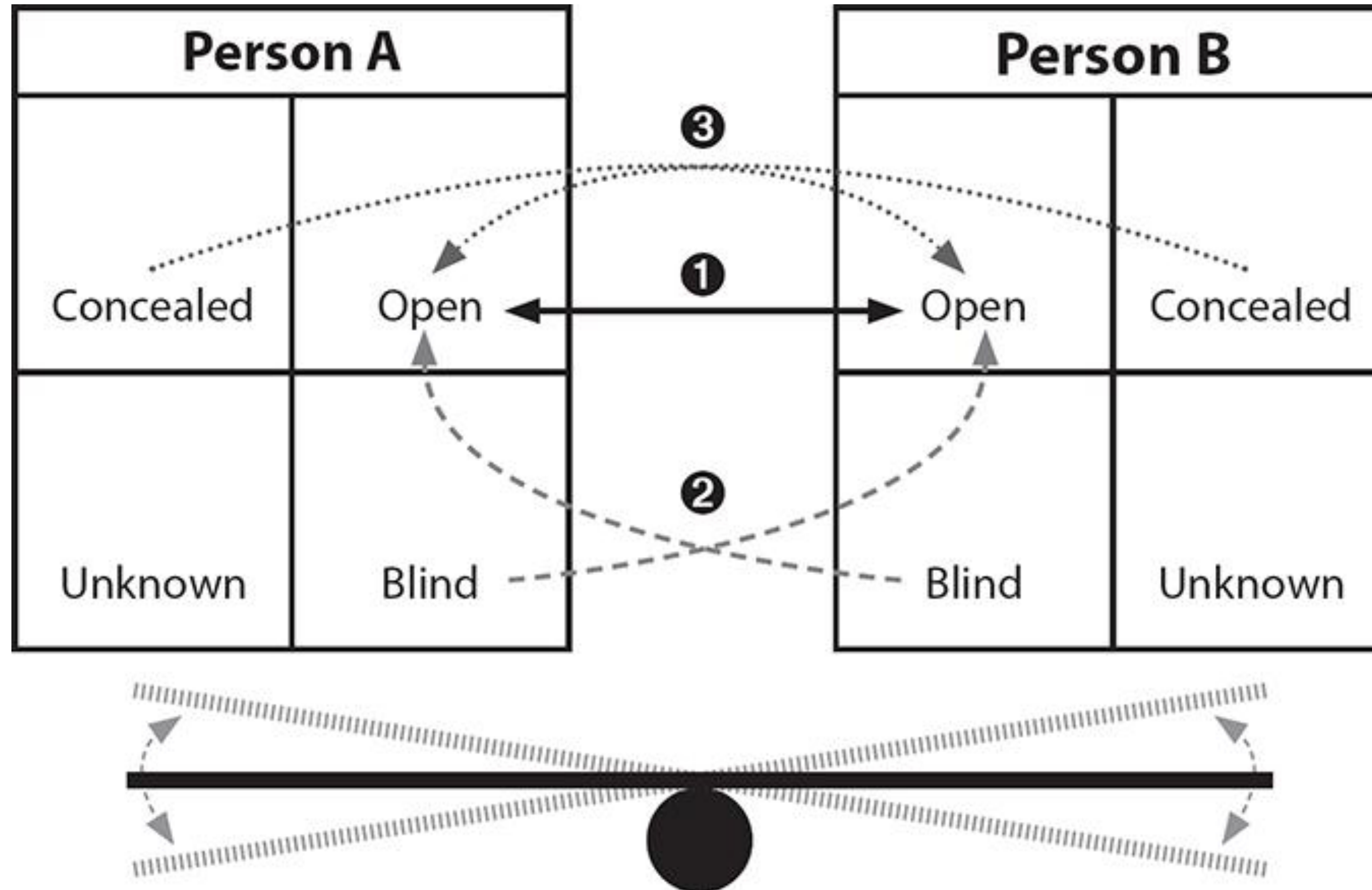
DIAGNOSTIC VERSUS CONFRONTIVE INQUIRY

	Diagnostic Inquiry	Confrontive Inquiry
Sense making	Why do you suppose they were acting that way?	Were they acting that way because they were scared?
Feelings	How did that make you feel?	Didn't that make you angry?
Action-oriented	What did you do?	Why didn't you say something about it?
Systemic	How were the others in the room reacting?	Were the others in the room surprised?

JOHARI WINDOW



THE BACK AND FORTH OF CONVERSATION



WHAT'S IN YOUR JOHARI WINDOW?

THE O-R-J-I CYCLE

