

LISTENING TOUR DISCUSSION GUIDE



QUESTIONS TO ASK YOUR BOSS

- What are the key outcomes that will make this year successful for the organization? For you?
- What kind of support would you like from my team?
- What is working well that my team should keep doing?
- What would you like to see my team start doing or stop doing to be more effective?
- What do I need to know about my new job that people are unlikely to tell me?
- How do you prefer to communicate?

QUESTIONS TO ASK PEERS/COLLEAGUES

- Let's start with me understanding a bit about your career and time in the role. Do I have it right that you joined x years/months/days ago?
- Talk to me about what attracted you to the organization.
- What are your top priorities for the next 12-18 months?
- How should our teams work together?
- If you were in my role, what types of things would you focus on immediately? Are there specific items that come to mind? Give me some context...
- What changes would you like to see?

QUESTIONS TO ASK YOUR TEAM

- Tell me about your role.
- What do you like most about the organization?
- If you were in my shoes, what would you focus on? Why?
- What's the biggest opportunity for our team in the next 12-18 months? Threat?
- What gets in the way of us doing our best work as a team or you doing your best work as an individual?
- What key questions should I ask and/or answer in order to make the organization successful?

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QUESTIONS TO ASK ABOUT CULTURE

- How does ABC Company define success?
- Tell me about a time when your team missed a deadline -- what happened?
- What traits do people have that succeed and thrive here? What do they consistently do or not do?
- What traits or behaviors are typically not successful here?
- So, you've worked in other companies -- how is how this company operates similar or different from your other roles?
- What do you like best about working here?
- If you had a magic wand, what would you change?
- Who's the most influential leader at ABC? Tell me about his/her style.
- What's the most significant change that's happened since you've worked here?
- What surprises did you encounter when you joined?

The following questions were provided by R.Charlip - Inspiration Creek Mgt Consultants

- Does the organization have a union? If so, what is the relationship like with union leaders?
- How many ULPs and grievances have been filed by the union in the last year? By management?
- What is the diversity climate like? How does the organization reflect the diversity in the local community?
- What senior leadership positions are occupied by minorities/women?
- Is the organization veteran-friendly? Is there a veterans organization in the group?
- What percent of the employees are veterans?
- How does the organization define: respect, accountability, recognition, customer focus?
- On a scale of 1-10, 10 being high, are employees afraid of management?
- Beyond financial rewards and performance evaluations, how does the organization recognize employees for their contribution?
- Have there been any EEO cases lost by the organization in the last year, if so, what was the basis for the complaint and how was it resolved?
- What's the annual employee turnover rate?
- What percent of leaders in the organization were hired from the inside?
- How long has the employee with the longest tenure been in the organization?
- How many employees are related to each other?
- Do employees encourage their family and friends to work here?