



DO BUSINESS FASTER™

Jim's Profit Accelerator 269 The Leader Question List

Leaders are rewarded for the work their people do—not the work they do themselves. This simple concept is a hurdle for many business owners who “made it” by their own hard work. There is a place in a growing business where most of the work (and much of the technology) is beyond the capacity of the owner. It has nothing to do with diligence or smarts or training; it’s about the breadth that success requires, in depth.

SPEED BUMP: Excellence is high performance in depth of detail.

Here’s the dilemma for a leader: How do I help my team do well without just telling them what to do? The answer, as always, is in the questions. Done right they help make an authentic connection with your people. They allow space for “real stuff” —what’s really happening (and sometimes, what success takes). As a leader, you already know which folks drape the truth in fuzz, blocking the path to making things better. These questions help build a relationship that can dissolve the fuzz.

Some questions:

1. How’s it going today? (Pause for 15–20 seconds. Count, if necessary—to yourself.)
2. How are *you* doing? (look into their eyes gently). Listen as they talk.
3. Why is that? (See #2)
4. What’s your next step? (See # 2)
5. What’s in the way? (See # 2)
6. How can I help? (See #2)

SPEED BUMP: When you ask a question, STOP, and look into the person’s face.

Drive-by questions diminish you in the other person’s eyes. That’s why you need to look at them, listen, and respond appropriately.

When you see or hear a positive action or a result, look first for something to praise and praise it!* When you see or hear a problem or a shortfall:

- Note it: “Looks like you didn’t get what you want.”
- Ask: “What are you going to do next?”
- Write it in your notebook to ask about next week.
- Affirm it: “Sounds like it’s worth trying”

Then follow up. Next time you check in, ask how their initiative is going, and listen.

ACCELERANT: Who will you test the questions and answers with today?

For more information on how you can accelerate revenues and profits in your business, please call or email me.

A note on **SPEED BUMPS:** Use them to click quickly with an idea that can immediately be implemented in your life as a business leader. Think: “How can I use this today?” or “Who can use this?”

* Kenneth Blanchard, *The One Minute Manager*, p. 36

For more information, visit www.grewco.com.

Jim Grew, the Business Defogger and Accelerator, helps leaders discover hidden opportunities within their businesses and exploit them for dramatic results. Jim has led 9 businesses, worked in 31 companies at C-level, and is an expert in strategy and executive leadership. He presents regularly to industry groups, mentors business leaders, and shares insights in his Executive Letter (above). Jim holds BA and MBA degrees from Stanford University. In his new book, *The Other Side of Succession*, he shares how to plan for the future by growing your business now.

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