WACUBO
Business Management Institute

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The QBQ
The Question Behind the Question

Land Acknowledgment

Participants will LEARN:

We would like to acknowledge that the land on which this session is being presented is on the traditional territory of the Chumash Peoples. We pay respect to Chumash Peoples past, present, and future and their continuing presence in the homeland and throughout the Chumash diaspora.

"

Blaming is so much easier than taking responsibility, because if you take responsibility then you might be to blame.

- Jennifer O'Neill

"

Learning Outcomes

Participants will LEARN:

- Definition of **personal** , **shared** and **organizational accountability**

- Components of the **QBQ**

- How to recognize the difference between operating in a **victim loop** or an **accountability loop**

- What **types** of **questions** to ask in order to resolve problems, increase accountability and enhance overall effectiveness

Accountability

- How do you define accountability?

- Is there a difference between responsibility and accountability?

Accountability Definitions

Personal

Individual **choice** to take action consistent with your desired outcomes

Shared

A working environment where individuals take **ownership** for the success of the project, team or organization **regardless** of individual **position**

Organizational

A **working environment** where people **take actions** to keep performance and communication related **commitments**

QBQ

?

- The Question Behind the Question

- Tool that helps **leaders** at **all levels** practice personal **accountability** by asking better **???** and making **better choices** in the **moment**

3-Step QBQ Process

1. **QBQs** begin with the words "**WHAT**" or "**HOW**," not "Why," "When," or "Who."

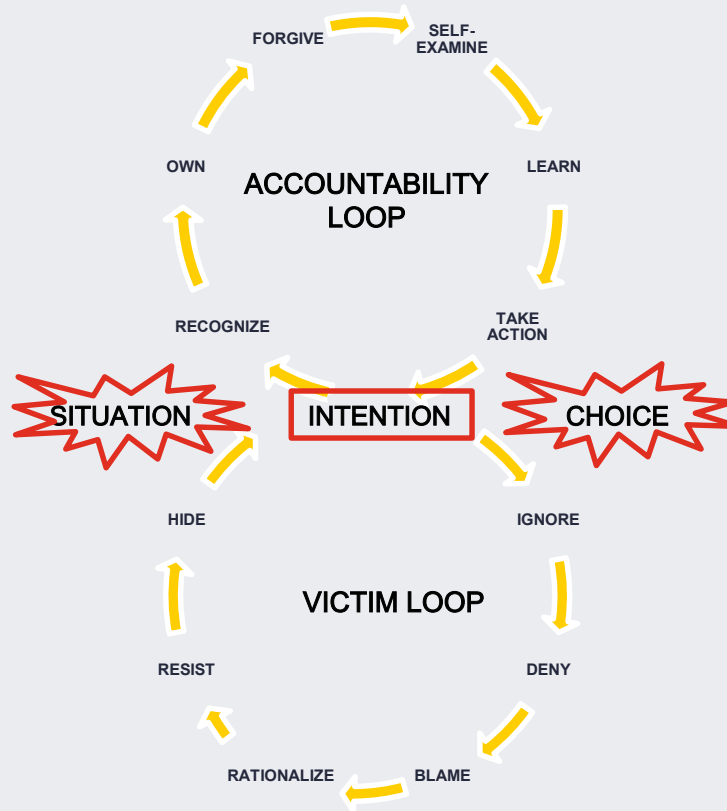➢ "Why" questions lead to complaining and victim thinking, as in, "Why is this happening to me?"

➢ "When" questions lead to procrastination, as in, "When are they going to get back to me?"

➢ "Who" questions lead to blame, as in, "Who dropped the ball?"

2. **QBQs** contain the word "I," not "they," "them," "you," or even "we," because I can change only myself.

3. **QBQs** always focus on action.

The Personal Accountability Model

FORGIVE → SELF-EXAMINE

ACCOUNTABILITY LOOP

OWN

LEARN

RECOGNIZE

TAKE ACTION

SITUATION   INTENTION   CHOICE

HIDE

IGNORE

VICTIM LOOP

RESIST

DENY

RATIONALIZE   BLAME

Now it's time to ask the question behind the question

What can I do to solve the problem?

How can I contribute?

What can I do to develop myself?

How can I adapt to this situation?

ACCOUNTABILITY
Opportunity

Source:
QBQ!
John G. Miller

Case Study Exercise

The Letter of the QBQ

- What?

- How?

The Spirit of the QBQ

- **NO** more
  - Victim thinking
  - Procrastinating
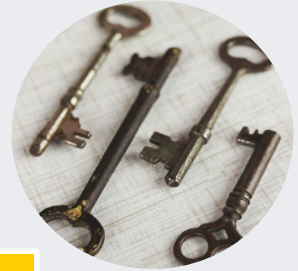 - Blaming
- **I** can only **CHANGE MYSELF**
- Take **ACTION**

QBQ Advantage Principles

Learning

Ownership

Creativity

Service

Trust

THE
ANSWERS
ARE
IN
THE **QUESTIONS**

properly worded

questions that focus on personal *accountability*

Helpful Question Development

- Describe a difficult situation you are currently involved in/or have been involved in.

- What makes/made the situation particularly challenging?

- If you were going to approach this situation again, using the QBQ process – develop at least 3 helpful questions you could use to address the difficulties.

QBQ

Unhelpful Questions

▶ When will they take care of this?

▶ Who's going to clarify my job?

▶ Who's going to get me the information I need?

▶ Why don't customers follow the rules?

▶ When are they going to tell us what's going on?

Helpful Questions

▶ How can I solve the problem?

▶ What can I do to better understand my responsibilities?

▶ How can I obtain the information required?

▶ How can I best serve this person at this moment?

▶ How can I better understand the situation?

Accountability breeds Response - Ability

- Stephen R. Covey

Resource List

- Miller, John G. (2006). *Flipping the switch*. New York: Penguin Group.

- Miller, John G. (2001). *The question behind the question*. Denver, CO: Denver Press.

- Samuel, Mark (2006). *Creating the accountable organization.* Katonah, NY: Xephor Press