

## Asking The Right Questions A Guide To Critical Thinking

A year's worth of management wisdom, all in one place. We've reviewed the ideas, insights, and best practices from the past year of Harvard Business Review to keep you up-to-date on the most cutting-edge, influential thinking driving business today. With authors from Michael E. Porter to Katrina Lake and company examples from Alibaba to 3M, this volume brings the most current and important management conversations right to your fingertips. This book will inspire you to:

- Ask better questions to boost your learning, persuade others, and negotiate more effectively
- Create workplace conditions where gender equity can thrive
- Boost results by allowing humans and AI to enhance one another's strengths
- Make better connections with your customers by giving them a glimpse inside your company
- Scale your agile processes from a few teams to hundreds
- Build a commitment to both economic and social values in your organization
- Prepare your company for a rapidly aging workforce and society

This collection of articles includes "The Surprising Power of Questions," by Alison Wood Brooks and Leslie K. John; "Strategy Needs Creativity," by Adam Brandenburger; "What Most People Get Wrong about Men and Women," by Catherine H. Tinsley and Robin J. Ely; "Collaborative Intelligence: Humans and AI Are Joining Forces," by H. James Wilson and Paul R. Daugherty; "Stitch Fix's CEO on Selling Personal Style to the Mass Market," by Katrina Lake; "Strategy for Start-Ups," by Joshua Gans, Erin L. Scott, and Scott Stern; "Agile at Scale," by Darrell K. Rigby, Jeff Sutherland, and Andy Noble; "Operational Transparency," by Ryan W. Buell; "The Dual-Purpose Playbook," by Julie Battilana, Anne-Claire Pache, Metin Sengul, and Marissa Kimsey; "How CEOs Manage Time," by Michael E. Porter and Nitin Nohria; and "When No One Retires," by Paul Irving.

Dozens of tips for effective communication and framing questions to get the information you need.

**Simple Questions to Ask Every Time You Open Your Bible** We all know that we should read our Bibles—yet at times we struggle with knowing exactly how, no matter how long we've followed Jesus. In this empowering book, Professor Matthew Harmon walks us through two simple sets of questions to ask every time we open our Bibles: **Understanding the Bible:** 1. What do we learn about God? 2. What do we learn about people? 3. What do we learn about relating to God? 4. What do we learn about relating to others? **Applying the Bible:** 1. What does God want me to understand? 2. What does God want me to believe? 3. What does God want me to desire? 4. What does God want me to do? Arming you with practical ways to get to the heart of any passage, this book will help position you to experience the joy that results from being transformed by God's Word.

**Smart Questions** offers an entirely new framework for creating solutions. Drawn from the authors' many years of research and field experience, the Smart Questions Approach reveals how the leading creators of solutions in almost every profession and walk of life—including business, government, education, and even in families—think and approach their assignments. The author's holistic thinking approach shows how to use three "foundation" questions—focusing on uniqueness, purposeful information, and systems—which must be explored for every problem. These three questions, an essential starting point for exploring problems, in turn lead to other key questions that will ultimately create effective solutions.

**Ask Proper Questions and Turn Customer Needs Into Sales!** You will learn how to probe a customer's needs and turn them into a powerful tool for helping them decide to make the right decision - getting your product. Each and every salesman is unique - most of the time, they develop their own strategies that are tailor-fit for their niche. However, some people create strategies that are noticeably less successful than others. In the world of consultative selling, a failed strategy - weak rapport, improper impression, incomplete probing - could easily result in a failed sale. There are also those who bank on simple product knowledge, drawing on their ability to spew out the product specifications at a moment's notice. This and other wrong moves would not fare well and could easily get one trampled by other salesmen with better pitches. One difficulty is that there is no real handbook to consultative selling - until this came along. With this book, we are helping you get a good grip of the ropes of this trade, making sure that you are properly equipped with a winning mindset and a penetrating spiel that will appeal to customers - both from above and below the ranks. I provide the guide in this book - you make the sale and the profit! Here is a Preview of What You'll Learn...**How to Ask Great Questions About Consultative Selling****How to Probe More About What Customers Need and How Your Product Can Be Helpful for Them****About the Impact and the Rapport**

Communication is essential in a healthy organization. But all too often when we interact with people—especially those who report to us—we simply tell them what we think they need to know. This shuts them down. To generate bold new ideas, to avoid disastrous mistakes, to develop agility and flexibility, we need to practice Humble Inquiry. Ed Schein defines Humble Inquiry as "the fine art of drawing someone out, of asking questions to which you do not know the answer, of building a relationship based on curiosity and interest in the other person." In this seminal work, Schein contrasts Humble Inquiry with other kinds of inquiry, shows the benefits Humble Inquiry provides in many different settings, and offers advice on overcoming the cultural, organizational, and psychological barriers that keep us from practicing it.

Smart leaders learn from their own mistakes. Smarter ones learn from others' mistakes—and successes. John C. Maxwell wants to help you become the smartest leader you can be by sharing Chapter 25, **You Only Get Answers To The Questions You Ask**, of **Leadership Gold** with you. After nearly forty years of leading, Maxwell has mined the gold so you don't have to. Each chapter contains detailed application exercises and a "Mentoring Moment" for leaders who desire to mentor others using the book. Gaining leadership insight is a lot like mining for gold. You don't set out to look for the dirt. You look for the nuggets. You'll find them here.

The revolutionary guide that challenged businesses around the world to stop selling to their buyers and start answering their questions to get results; revised and updated to address new technology, trends, the continuous evolution of the digital consumer, and much more In today's digital age, the traditional sales funnel—marketing at the top, sales in the

middle, customer service at the bottom—is no longer effective. To be successful, businesses must obsess over the questions, concerns, and problems their buyers have, and address them as honestly and as thoroughly as possible. Every day, buyers turn to search engines to ask billions of questions. Having the answers they need can attract thousands of potential buyers to your company—but only if your content strategy puts your answers at the top of those search results. It's a simple and powerful equation that produces growth and success: They Ask, You Answer. Using these principles, author Marcus Sheridan led his struggling pool company from the bleak depths of the housing crash of 2008 to become one of the largest pool installers in the United States. Discover how his proven strategy can work for your business and master the principles of inbound and content marketing that have empowered thousands of companies to achieve exceptional growth. They Ask, You Answer is a straightforward guide filled with practical tactics and insights for transforming your marketing strategy. This new edition has been fully revised and updated to reflect the evolution of content marketing and the increasing demands of today's internet-savvy buyers. New chapters explore the impact of technology, conversational marketing, the essential elements every business website should possess, the rise of video, and new stories from companies that have achieved remarkable results with They Ask, You Answer. Upon reading this book, you will know: How to build trust with buyers through content and video. How to turn your web presence into a magnet for qualified buyers. What works and what doesn't through new case studies, featuring real-world results from companies that have embraced these principles. Why you need to think of your business as a media company, instead of relying on more traditional (and ineffective) ways of advertising and marketing. How to achieve buy-in at your company and truly embrace a culture of content and video. How to transform your current customer base into loyal brand advocates for your company. They Ask, You Answer is a must-have resource for companies that want a fresh approach to marketing and sales that is proven to generate more traffic, leads, and sales.

Ask the Right Questions in the Right Ways...And Get the Answers You Need to Succeed! Discover the core questions that every manager needs to master...how to avoid the mistakes business questioners make most often...ten simple rules for asking every question more effectively. Learn how to ask tough questions and take control of tough situations...use questions to promote innovation, drive change, identify hidden problems, and get failing projects back on track. Ask better questions, get better answers, achieve better results! "Required reading for every leader who wishes to see his or her organization flourish and career progress." Garry A. Neil, MD, Corporate Vice President, Johnson & Johnson "Asking, listening, understanding the real meaning of the answers, and taking actions based on facts are really the essence of managing. This book has helped me in connecting the dots in my understanding (and lack thereof) of why things really did not work the way I expected them to." Pradip Banerjee, PhD, Chairman and Chief Executive Officer, Xybion; retired partner, Accenture "The framework and techniques provide outstanding ideas for executives to both gain better information and develop the analytical skills of their teams." Terry Hisey, Vice Chairman and US Life Sciences Leader, Deloitte We've all met the corporate inquisitor: the individual whose questions seem primarily intended to terrify the victim. The right goal is to solve the problem--and to build a more effective, collaborative organization where everyone learns from experience, and nobody's too intimidated to tell the truth. That means asking the right questions in the right ways. This book will teach you how to do precisely that. Terry J. Fadem shows how to choose the right questions and avoid questions that guarantee obvious, useless answers...how to help people give you the information you need...how to use body language to ask questions more effectively...how to ask the innovative or neglected questions that uncover real issues and solutions. You'll learn how to adopt the attributes of a good questioner...set a goal for every question...use your personal style more effectively...ask tough questions, elicit dissent, react to surprises, overcome evasions, and more. Becoming a better questioner may be the most powerful thing you can do right now to improve your managerial effectiveness--and this book gives you all the insights, tools, and techniques you'll need to get there. Evaluate your current "questioning" skills... ..then systematically improve them Choose better questions... ..and ask them the right way Ask tough questions more effectively Get at the truth, uncover the real problem, and solve it Master the crucial nonverbal aspects of asking questions Finding your best style and the right body language The secret to finding out anything you want to know is amazingly simple: Ask good questions. Most people trip through life asking bad questions—of teachers, friends, coworkers, clients, prospects, experts, and suspects. Even people trained in questioning, such as journalists and lawyers, commonly ask questions that get partial or misleading answers. People in any profession will immediately benefit by developing the skill and art of good questioning. Find Out Anything From Anyone, Anytime will give you the power to: Identify and practice good questioning techniques Recognize types of questions to avoid Know the questions required when hearing unconfirmed reports or gossip Practice good listening techniques and exploit all leads Determine when and how to control the conversation Gain real expertise fast Within professional interrogation circles, author James Pyle is known as a strategic debriefer—meaning there is no one around him more skilled at asking questions and getting answers. He has been training other interrogators in questioning techniques since 1989.

Asking the Right Questions A Guide to Critical Thinking

New York Times number-one bestselling author Debbie Ford presents revolutionary questions that, when answered with complete honesty, change the way we see ourselves and make decisions – ultimately moving us toward the life we desire. The realities of the life we live today are a result of the choices we made yesterday, three months ago and three years ago. But we don't wind up \$50,000 dollars in debt because of one extravagant purchase. Nor do we put on 30 unwanted pounds as a result of a couple of decadent meals. And our relationships certainly don't fall apart overnight because of one decision. We are where we are because of repeated unconscious choices made day after day. If we want to understand why and how we created our present day reality, all we need to do is look at the choices we made in the past. Ford cuts right through our denial with the 10 questions that immediately reveal the true motivations behind our

thoughts and actions. But more than that, by rigorously and honestly asking and answering these 10 vital questions, we regain control and have the power necessary to create the life we always wanted.

To get the best answer-in business, in life-you have to ask the best possible question. Innovation expert Warren Berger shows that ability is both an art and a science. It may be the most underappreciated tool at our disposal, one we learn to use well in infancy-and then abandon as we grow older. Critical to learning, innovation, success, even to happiness-yet often discouraged in our schools and workplaces-it can unlock new business opportunities and reinvent industries, spark creative insights at many levels, and provide a transformative new outlook on life. It is the ability to question-and to do so deeply, imaginatively, and "beautifully." In this fascinating exploration of the surprising power of questioning, innovation expert Warren Berger reveals that powerhouse businesses like Google, Nike, and Netflix, as well as hot Silicon Valley startups like Pandora and Airbnb, are fueled by the ability to ask fundamental, game-changing questions. But Berger also shares human stories of people using questioning to solve everyday problems-from "How can I adapt my career in a time of constant change?" to "How can I step back from the daily rush and figure out what really makes me happy?" By showing how to approach questioning with an open, curious mind and a willingness to work through a series of "Why," "What if," and "How" queries, Berger offers an inspiring framework of how we can all arrive at better solutions, fresh possibilities, and greater success in business and life.

The ebook will be Open Access and made available on publication. Being a good board member is not about knowing everything; it is about asking the right questions and challenging appropriately. *Effective Directors: The Right Questions To Ask (QTA)* is a reference book for board members and executives globally to support them in their work. With chapters written by senior company board members and respected figures in corporate governance, the questions have been drawn together to offer food for thought and useful prompts that take boards beyond operational discussions. The book clearly presents key areas to be considered by the board (there are over 50 in total) and range from board composition, to data security, diversity and inclusion, and succession planning. The questions are ones that boards, in any organisation, should be asking themselves, their fellow board members, service providers, executives, and other stakeholders to ensure that the right issues are raised, transparency and effective oversight are achieved, and the board is fulfilling its role in governing the organisation. In addition to being invaluable for board members, the book is also a very useful tool for executives in understanding the kind of questions their board members are likely to ask, and the kind of questions that should be asked and discussed in the boardroom.

Used in a variety of courses in various disciplines, *Asking the Right Questions with Readings* helps bridge the gap between simply memorizing or blindly accepting information, and the greater challenge of critical analysis and synthesis. Specifically, this concise text teaches how to think critically by exploring the components of arguments--issues, conclusions, reasons, evidence, assumptions, language--and on how to spot fallacies and manipulations and obstacles to critical thinking.

*The Power of Asking The Right Questions* This useful little book is packed full of information that you can use to discover the power of asking the right questions. You will probably want to make sure that you read it through more than once to make sure you haven't missed anything. Have you ever thought about how powerful you can be if you ask the right questions? The person who asks the questions is more in control of the conversation than the one who answers. However once you take control of your questioning, you will also be better able to answer questions effectively and without embarrassment. Questions are not just about remembering the facts you have been taught. Good questions can be open-ended and guide students and employees into a better understanding and more creativity. Rhetorical questions are not meant to be answered, and yet they are powerful to engage your listeners during a presentation or talk. And don't forget the questions that you should be asking yourself. This book includes a list of fifty powerful questions that you can work through asking yourself to improve your thinking and your relationships. When you have finished reading, go through the exercises and the questions to see if you have understood. And then read it again and try it out in your own life.

This book outlines a practical, four-question model that school and business leaders can use to engage stakeholder feedback, determine the organization's DNA, and establish a collective vision for improvement. Stakeholder feedback is analyzed at both the focus- and whole-group level. Results are then woven into the organizational improvement plan. Practical examples of leadership experiences in implementing the four-question model are included as well as the theory behind why these four questions are the right questions to ask. Each chapter ends with a set of reflective questions that leadership teams can utilize individually or in an organizational book study or Professional Learning Community (PLC).

The authors of *Make Just One Change* argue that formulating one's own questions is "the single most essential skill for learning"—and one that should be taught to all students. They also argue that it should be taught in the simplest way possible. Drawing on twenty years of experience, the authors present the Question Formulation Technique, a concise and powerful protocol that enables learners to produce their own questions, improve their questions, and strategize how to use them. *Make Just One Change* features the voices and experiences of teachers in classrooms across the country to illustrate the use of the Question Formulation Technique across grade levels and subject areas and with different kinds of learners.

This work provides school change leaders with tools, techniques, tips, examples, illustrations, and stories about promoting school change. Tools provided include histograms, surveys, run charts, weighted voting, force-field analysis, decision matrices, and many others. Chapter 1, "Introduction," applies a matrix for asking questions about change in four typical scenarios. Chapter 2, "Asking the Right Questions," presents critical questions regarding five stages of school improvement: preparation, focus, diagnosis, plan development, and implementation/monitoring. Chapter 3, "Answering the 'Where Are We Now?' Question," discusses ways to use data on student achievement, perceptual data, and the need to clarify roles and responsibilities. Chapter 4, "Answering the 'Where Do We Want to Go?' Question," applies the initiation, planning, and training stages of three models. Chapter 5, "Answering the 'How Will We Get There?' Question," contrasts the planning, training, and implementation stages of three relevant models. Chapter 6, "Answering the 'How Will We Know We Are (Getting) There?' Question," explores elements of assessing outcomes and reveals the importance of accurate monitoring. Chapter 7, "Answering the 'How Will We Sustain the Focus and Momentum?' Question" demonstrates the need for such critical elements as maintenance, institutionalization, and the PDCA tasks of check, act, and adjust plans. Chapter 8, "Bonus Questions" includes additional guidance for administrators on other aspects of school-improvement efforts. Chapter 9, "Using This Book," contains an index of tools and reviews scenarios and examples to further clarify the use of the tools described in earlier chapters. (Contains 21 annotated references and a 7-page index.) (TEJ)

A #1 New York Times bestselling author and leadership expert answers questions from his readers about what it takes to be in charge and make a difference. John Maxwell, America's #1 leadership authority, has mastered the art of asking questions, using them to learn and grow,

connect with people, challenge himself, improve his team, and develop better ideas. Questions have literally changed Maxwell's life. In *GOOD LEADERS ASK GREAT QUESTIONS*, he shows how they can change yours, teaching why questions are so important, what questions you should ask yourself as a leader, and what questions you should be asking your team. Maxwell also opened the floodgates and invited people from around the world to ask him any leadership question. He answers seventy of them--the best of the best--including . . . What are the top skills required to lead people through difficult times? How do I get started in leadership? How do I motivate an unmotivated person? How can I succeed working under poor leadership? When is the right time for a successful leader to move on to a new position? How do you move people into your inner circle? No matter whether you are a seasoned leader at the top of your game or a newcomer wanting to take the first steps into leadership, this book will change the way you look at questions and improve your leadership life. What if you could unlock a better answer to your most vexing problem—in your workplace, community, or home life—just by changing the question? Talk to creative problem-solvers and they will often tell you, the key to their success is asking a different question. Take Debbie Sterling, the social entrepreneur who created GoldieBlox. The idea came when a friend complained about too few women in engineering and Sterling wondered aloud: "why are all the great building toys made for boys?" Or consider Nobel laureate Richard Thaler, who asked: "would it change economic theory if we stopped pretending people were rational?" Or listen to Jeff Bezos whose relentless approach to problem solving has fueled Amazon's exponential growth: "Getting the right question is key to getting the right answer." Great questions like these have a catalytic quality—that is, they dissolve barriers to creative thinking and channel the pursuit of solutions into new, accelerated pathways. Often, the moment they are voiced, they have the paradoxical effect of being utterly surprising yet instantly obvious. For innovation and leadership guru Hal Gregersen, the power of questions has always been clear—but it took some years for the follow-on question to hit him: If so much depends on fresh questions, shouldn't we know more about how to arrive at them? That sent him on a research quest ultimately including over two hundred interviews with creative thinkers. *Questions Are the Answer* delivers the insights Gregersen gained about the conditions that give rise to catalytic questions—and breakthrough insights—and how anyone can create them.

John T. Chain, Jr., rose from a second lieutenant to four-star general and led our national missile defense program. Mike Harper led ConAgra Foods from \$636 million to \$20 billion in 20 years and increased its stocks value 150 times over. Ask Gary Cohen what these remarkable leaders have in common and his answer will be straightforward: They use questions to generate fresh ideas, inspire committed action, and build an army of forward-thinking leaders. In *Just Ask Leadership*, Cohen steers you away from the all-too-common idea that if you don't assert yourself with strong statements, you will not be respected. On the contrary, statistics prove that 95 percent of employees prefer to be asked questions rather than be told what to do. Involving employees and colleagues in decision making processes builds an environment rich with energy, excitement, and innovative problem solving. *Just Ask Leadership* outlines not only specific questions to ask in certain contexts, but also how to implement question-based leadership as a whole. Learn how to Spend more time on long-term goals—and less on short-term crises Build a culture of accountability Create unity and trust throughout your workforce Steer decision making to the most appropriate parties Develop rapport while instilling respect When you ask questions, you show respect—and you are respected in turn. It is that simple. A combination of Cohen's proven expertise and interviews with nearly 100 highly effective leaders, *Just Ask Leadership* explains how to harness the power of questions to make your organization more competitive, more profitable, and a better place to work.

In this witty, incisive guide to critical thinking the author provides you with the tools to allow you to question beliefs and assumptions held by those who claim to know what they're talking about. These days there are many people whom we need to question: politicians, lawyers, doctors, teachers, clergy members, bankers, car salesmen, and your boss. This book will empower you with the ability to spot faulty reasoning and, by asking the right sorts of questions, hold people accountable not only for what they believe but how they behave. By using this book you'll learn to analyze your own thoughts, ideas, and beliefs, and why you act on them (or don't). This, in turn, will help you to understand why others might hold opposing views. And the best way to change our own or others' behavior or attitudes is to gain greater clarity about underlying motives and thought processes. In a media-driven world of talking heads, gurus, urban legends, and hype, learning to think more clearly and critically, and helping others to do the same, is one of the most important things you can do.

The benefit of asking the right questions - What are the issue and the conclusion? - What are the reasons? - Which words or phrases are ambiguous? - What are the value conflicts and assumptions? - What are the descriptive assumptions? - Are there any fallacies in the reasoning? - How good is the evidence : intuition, appeals to authority, and testimonials? - How good is the evidence : personal observation, case studies, research studies, and analogies? - Are there rival causes? - Are the statistics deceptive? - What significant information is omitted? - What reasonable conclusions are possible? - Practice and review -

Many leaders are unaware of the amazing power of questions. Our conversations may be full of requests and demands, but all too often we are not asking for honest and informative answers, and we don't know how to listen effectively to responses. When leaders start encouraging questions from their teams, however, they begin to see amazing results. Knowing the right questions to ask—and the right way to listen—will give any leader the skills to perform well in any situation, effectively communicate a vision to the team, and achieve lasting success across the organization. Thoroughly revised and updated, *Leading with Questions* will help you encourage participation and teamwork, foster outside-the-box thinking, empower others, build relationships with customers, solve problems, and more. Michael Marquardt reveals how to determine which questions will lead to solutions to even the most challenging issues. He outlines specific techniques of active listening and follow-up, and helps you understand how questions can improve the way you work with individuals, teams, and organizations. This new edition of *Leading with Questions* draws on interviews with thirty leaders, including eight whose stories are new to this edition. These interviews tell stories from a range of countries, including Singapore, Guyana, Korea, and Switzerland, and feature case studies from prominent firms such as DuPont, Alcoa, Novartis, and Cargill. A new chapter on problem-solving will help you apply questions to your toughest situations as a leader, and a new "Questions for Reflection" section at the end of each chapter will help you bring Marquardt's message into all of your work as a leader. Now more than ever, *Leading with Questions* is the definitive guide for becoming a stronger leader by identifying—and asking—the right questions.

What hidden skill links successful people in all walks of life--across cultures, industries, generations . . . all of time? The answer is surprisingly simple: they know how to ask the right questions at the right time. Questions help us break down barriers, discover secrets, solve puzzles, and imagine new ways of doing things. The right question can provide for us not only the answer we need right then but also the ones we'll need tomorrow. Emmy award-winning journalist and media expert Frank Sesno wants to teach you how to question others in a methodical, intentional way so that you can find the same success that others have found by mastering this simple skill. From the author's illuminating interviews that he has included in the book, you will learn:

- How the Gates Foundation used strategic questions to plan its battle against malaria
- How turnaround expert Steve Miller uses diagnostic questions to get to the heart of a company's problems
- How creative questions animated a couple of techie dreamers to brainstorm Uber
- How journalist Anderson Cooper uses confrontational questions to hold people accountable

Throughout *Ask More*, you'll explore all different types of inquiries--from questions that cement relationships, to those that will help you plan for the future. By the end, you'll know what to ask and when, what you should listen for, and what you can expect as the outcome.

This highly popular book helps readers bridge the gap between simply memorizing or blindly accepting information, and the greater challenge of critical analysis and synthesis. It teaches them to respond to alternative points of view and develop a solid foundation for making personal choices about what to accept and what to reject. KEY TOPICS Specific chapter topics include the benefit of asking the right questions, issues and conclusions, reasons, ambiguous words or phrases, value conflicts and assumptions, descriptive assumptions, fallacies in reasoning, measuring the validity the evidence, rival causes, deceptive statistics, omitted significant information, and possible reasonable conclusions. For individuals seeking to improve their critical thinking capabilities.

**THE NEW YORK TIMES BESTSELLER** Great work lives inside all of us. The question is: Do we make the contributions we're capable of? Is our best work getting out there? Breaking through? Creating a difference the world loves? We've long been told our ability to succeed depends on our IQ, talent, education level, gender, job title, or when and where we were born. *Great Work* turns that conventional thinking on its head to reveal that innovation can come from anyone, anywhere. Especially you. With insights from the largest-ever study of award-winning work, *Great Work* reveals five practical skills that will help you ideate, innovate, and deliver work that gets noticed and appreciated. *Great Work* is filled with stories of real people in real jobs who did what was asked and then added something extra--a personal touch all their own--to deliver better-than-asked-for results. Their stories will inspire you to write your own page in the book of human progress. **PRAISE FOR GREAT WORK** "Great Work has me believing anyone can deliver a difference. I predict that 'making a difference people love' will embed itself in our lexicon for decades to come. -- STEPHEN M. R. COVEY, AUTHOR OF THE BESTSELLER *THE SPEED OF TRUST* "I recommend it to everyone, from every background, who has dreams of accomplishing great work." -- BARBARA CORCORAN, REAL ESTATE MOGUL, "SHARK" ON ABC'S *SHARK TANK* "We all know difference makers who, in small ways, make a profound impact on how we work and live. This book helps us celebrate them." -- TOM POST, MANAGING EDITOR, *FORBES MEDIA* "Great Work is a great work. It educates, inspires, and offers specific tools any employee or leader can use." -- DAVE ULRICH, PROFESSOR, *ROSS SCHOOL OF BUSINESS, UNIVERSITY OF MICHIGAN*; PARTNER, *THE RBL GROUP* "It takes passion, risk, and foresight to think beyond the status quo and see problems as opportunities. This book is inspiration for doing exactly that." -- KARIM RASHID, INTERNATIONALLY RENOWNED DESIGNER "Outstanding! A must read. *Great Work* will give you a whole new toolkit for success." -- LARRY KING, LEGENDARY INTERNATIONAL RADIO AND TELEVISION BROADCASTER

From the creator of the popular website *Ask a Manager* and New York's work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There's a reason Alison Green has been called “the Dear Abby of the work world.” Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don't know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You'll learn what to say when

- coworkers push their work on you—then take credit for it
- you accidentally trash-talk someone in an email then hit “reply all”
- you're being micromanaged—or not being managed at all
- you catch a colleague in a lie
- your boss seems unhappy with your work
- your cubemate's loud speakerphone is making you homicidal
- you got drunk at the holiday party

Praise for *Ask a Manager* “A must-read for anyone who works . . . [Alison Green's] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work.”—Booklist (starred review) “The author's friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers' lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve their work experience.”—Library Journal (starred review) “I am a huge fan of Alison Green's *Ask a Manager* column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor.”—Robert Sutton, Stanford professor and author of *The No Asshole Rule* and *The Asshole Survival Guide* “*Ask a Manager* is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way.”—Erin Lowry, author of *Broke Millennial: Stop Scraping By and Get Your Financial Life Together*

Too often people go to interviews prepared only to answer questions. They study the tough questions for days hoping to give the right responses on D-Day. These same people treat the interview as a cross examination; they see themselves on trial, under the spotlight, deer in the headlights. People who are being interviewed need another attitude, an attitude that says, “I'm here to interview you, to see if I want to bring my talents and experiences to your organization.” Most people don't know how to do this. However, if armed with a few questions, they can even the playing field and engage in

