

Do you have any objectives for today's lesson?	versus	What objectives have you developed for today's lesson?
Have you thought about your meeting with Joe's parents?	versus	What options are you considering for your meeting with Joe's parents?

Did you finish the agenda for today's staff meeting?	versus	What goals have you set for today's staff meeting?
Will the report be done by Friday?	versus	As a conscientious school leader, what methods are you using to gather the information you need for Friday's report?
Are your students ready for the state tests?	versus	As a teacher who always puts his students first, what strategies are you considering to ensure their success on the state tests?
Students, have you finished your book reports?	versus	Because this is your first long project, what questions do you have that will help you complete your book reports on time?

Column 1	Column 2	Column 3	Column 4	Column 5
Exact Words	Underlying Worry/Fear	Care About?	Where is the Win-Win (Sweet Spot)?	How to Start?
What are some of the exact words the person uses in the complaint?	Think deeply about what could be the underlying fear, worry, or emotion that is really behind the concern.	<i>Flip</i> the fear, worry, or emotion to create a positive statement about what they <i>care</i> about.	What does this tell you about a strength or positive characteristic the person has that you could also agree with?	What is a way to start a conversation, seeing the complainer as having a legitimate perspective, and speaking about what they <i>really</i> care about?
Teacher complains about project-based learning. Kids don't like it; too hard; too much time; hard to grade; too <i>irregular</i> in the outcomes.	Worry: grading too complex; not enough teacher control over the learning and the outcomes.	Teacher cares about students getting consistent learning outcomes.	Leader cares about students getting consistent learning too. Sweet spot is redefining broader outcomes for students.	I'm wondering if you are worried that kids won't get the same learning they used to. Let's talk about that.

Challenge/Issue/Goal	Clarifying Questions	Value or Value Potential Statements	Reflective Questions or Possibilities (Move to Action)