

# EXERCISE 3

## DIAGNOSTIC QUESTIONS - HOW DO YOUR EMPLOYEES FEEL?

We all react differently to change, but it is very common that we judge the expected reaction from others based on our own thoughts and feelings. For a better, updated picture of how your group feels and thinks at the moment we advise you start your meetings with these opening diagnostic questions throughout the entire change process. The diagnostic questions are:

- 1. How are you feeling right now? How do think your colleagues feel?**
- 2. If any, what are your major "energy leaks" today? What about your colleagues?**
- 3. Which major issues do you want to discuss at this meeting?**

### Purpose and objective

- To create a better and mutual understanding of the group's present concerns and feelings.
- At the end of this exercise you should be able to listen better and align your planned actions.

### Steps to take

1. After completing the introduction phase of your meeting (e.g. Purpose, Objective and Agenda) you should explain the purpose of this exercise.
2. Write the questions on the whiteboard or flipchart.
3. Give everyone a few minutes to reflect individually on these questions and write down their answers on a piece of paper. After a while, encourage the group to share in pairs what they have written. Close by sharing your reflections with the whole group. Write key comments and conclusions on the whiteboard or flipchart so that everyone can read them.
4. Take time to really understand what is being said. Ask for clarification and paraphrase to ensure that both you and your group have understood what has been said.
5. If the response and reaction is very strong to these questions, you may need to reconsider your original agenda and spend the rest of the meeting trying to understand and listening to the group's concerns. Remember, you do not need an answer to all questions. If you are unable to answer, say so. It is also important that you show integrity and are consistent in your beliefs and messages. The key purpose of the meeting is to listen and show you care.
6. Conclude the session by reading aloud your conclusions from what has been discussed and when and how you intend to revert to the issues. Be open to comments and adjustments.

### Time needed

You will need 20-30 minutes, including the introduction, exercise and reflection. The time will differ depending on how often you ask these diagnostic questions, the scope of the change, the level of trust in the group, etc.