



# Practicing the Art of the Question

Richard Pennington

Art?

# Lead Laterally: Choose to Help

- Help the Team Keep Purpose in Mind
  - Use Questions Effectively to Help the Team Learn
    - Use Just Enough Structure to Help Organize Thinking and Action
  - Help Promote Collaboration and Feedback by Stepping to Their Side
- <sup>Often</sup> Help the Team Engage by Committing Your Time and Attention



Are you listening?



Balance advocacy and inquiry  
– Peter Senge

Listen

Silent

# The Open-Ended Question

DECEMBER 1<sup>ST</sup>, 2017:

# Advanced Cross-Examination Using the Chapter Method<sup>®</sup>

Featuring Larry Pozner

*This Session Has Been Submitted for 7 General CLE Credits  
Look Inside for Details!*



# Think there's hidden agendas here?

## The Only 3 Rules of Cross

Using the Power of Leading Questions

- Forming questions to achieve control
- Training witnesses to say yes
- Keeping the cross about our best facts
- Allowing jurors to see our points

Controlling Witnesses One Fact at a Time

- Shaping jurors' perceptions of the facts
- Putting facts into persuasive order
- Painting pictures that channel deliberations
- The science of sentence construction

Creating Goal Oriented Questioning Sequences

- Winning our cases with their witnesses
- Encouraging truthful responses
- Sequences that block escape



Why?

How will we know we succeeded?



What was a procurement experience that worked well?

What from that experience can we learn about the procurement system today?

What would the procurement system be like if it were perfect?





# Oregon's Disaster Preparedness Workgroup

Forming

Brainstormed to create the team

Storming

Off track initially trying to solve all disaster issues

Norming

Stayed focused through use of a project charter; Discussed "commitment"

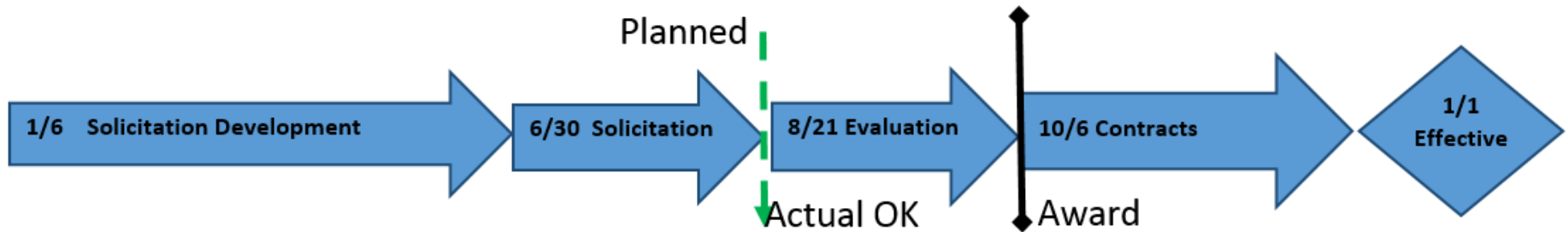
Performing

Mapped processes; developed intuitive procurement guides tested through table top exercises; revisited charter, goals often

Do you put ‘?’ on your agendas?



## Office Supplies Status Update



### 30-Day Look forward

- Proposals received. Perform admin review for responsiveness
- Proposal distribution to sourcing team for individual evaluations
- Convene sourcing team for evaluations

### Working Issues

Planned 9/15 sourcing team meeting slipped by two weeks



What information do your stakeholders need?

What measurements help reduce uncertainty in decision-making?

First ask how? Then why?  
Then decide

Five why's?

What did we expect to happen?



What actually happened?

What did we learn that can be used in the future?

What are the reasons for the difference?

**What Port St. Lucie Learned**  
As we have seen, Port St. Lucie's Office of Management and Budget (OMB) used federal grant funds to improve neighborhoods severely impacted by the economic downturn. Vendors were central to the project; they renovated the distressed housing. However, some vendors were not proposing in the second phase of the project. When the team asked why, they learned that some vendors were bidding based on what they thought was needed instead of the precise language in the solicitation. They weren't getting contracts as a result. The review caused the city to revisit the solicitation requirements and redefine what they were trying to achieve. They modified the objective, clarified the requirements, and more local businesses got involved.  
What did OMB take away as the larger lesson? "One thing was our relationship to vendors. We learned the absolute value of engaging the private sector in problem solving. We had group meetings, and the vendors were constructive about proposing solutions. We had to overcome the 'we don't dare talk to

**From:** David Nash

**Sent:** Friday, September 29, 2017 5:15 AM

**Subject:** ? of the day - Sep 29 CPPO

1. What is the difference between a specification and a scope of work?

# Onboarding and Mentoring in Cobb County School District, Georgia



- Tailored topics
- Invited review of more senior professionals' work
- Found opportunities for experience, e.g. pre-bids
- Patience
- Staff meeting mini-training

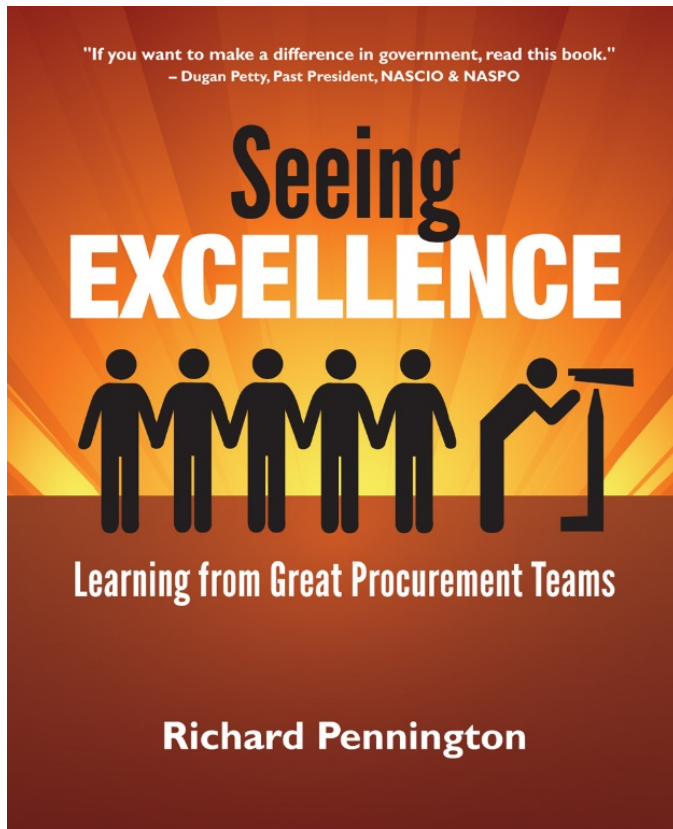
What if?

What did you do when you were at  
your personal best as a leader?  
– Kouzes and Posner



How can I help?

What's one thing I can do or stop doing to help you succeed?



# Richard Pennington

General Counsel

[rpennington@naspovaluepoint.org](mailto:rpennington@naspovaluepoint.org)

