

Like a pane of glass framing and subtly
distorting our vision, mental models
determine what we see

Peter Senge



Weick, K.E., Sutcliffe, K.M. and Obstfeld, D., 2005. Organizing and the process of sensemaking. *Organization science*, 16(4), pp.409-421.

Maitlis, S., 2005. The social processes of organizational sensemaking. *Academy of management journal*, 48(1), pp.21-49.

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Collaboration to resolve conflict

Advocacy

Inquiry

1. Define the problem		
2. Brainstorm solutions		
3. Evaluate & select solution		

4. Plan and Follow Up

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Inquiry

Get the next question from
the last answer

What and Why and When
And How and Where and Who

Asking Questions Can Get You a Better Job or a Second Date

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Knowing how to keep a conversation going can improve your career as well as your social life, according to research by Alison Wood Brooks and colleagues.

by Rachel Layne



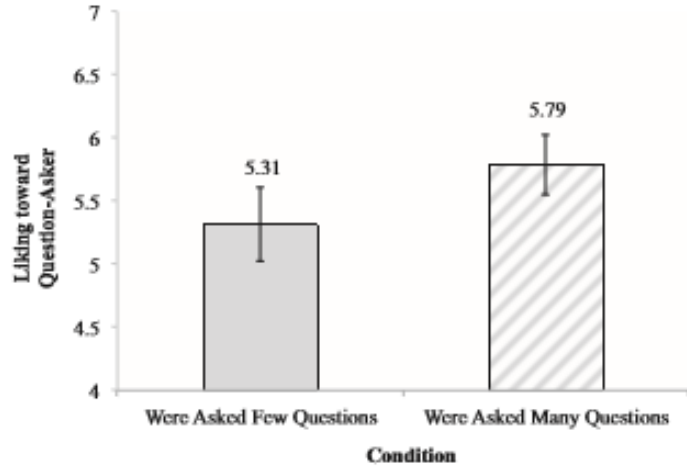
“FOLLOW-UP QUESTIONS ARE AN EASY AND EFFECTIVE WAY TO KEEP THE CONVERSATION GOING AND SHOW THAT THE ASKER HAS PAID ATTENTION TO WHAT THEIR PARTNER HAS SAID”

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Huang, K. et al. (2017). It doesn't hurt to ask: Question-Asking Increases Liking, *Journal of Personality and Social Psychology*, 113, 3, 430-452.

Van Quaquebeke, N., & Felps, W. (2018). Respectful inquiry: A motivational account of leading through asking questions and listening. *Academy of Management Review*, 43(1), 5-27.

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Advocacy

SBI B Method of Giving Feedback

1. Giving feedback (advocacy)

- SBI B method...**situation**, **behaviour**, **impact**, (**behaviour**).
- **The latest board papers had** four major errors that **impacted the board's view of our department's competence**.

<https://www.ccl.org/articles/leading-effectively-articles/hr-pipeline-a-quick-win-to-improve-your-talent-development-process/>

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Advocacy

SBI Method of Receiving Feedback

3. Receiving feedback

- Could you give me an example of:
 - what I did?
 - when I did it?
 - what impact it had?
 - how could I have behaved differently?
- How accurate is this mental model?



<https://www.ccl.org/articles/leading-effectively-articles/hr-pipeline-a-quick-win-to-improve-your-talent-development-process/>

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Inquiry

1. Define the problem <i>SBI B</i> <i>Positions vs interests</i>	You are I want you to...	What do you see as the problem? What is causing this?
2. Brainstorm solutions	I think you should... Have you thought about...	Do you have any ideas on how to deal with this?
3. Evaluate & select solution	Obviously what you need to do is...	What would happen if you did that? What is the best solution?



4. Plan and Follow Up

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