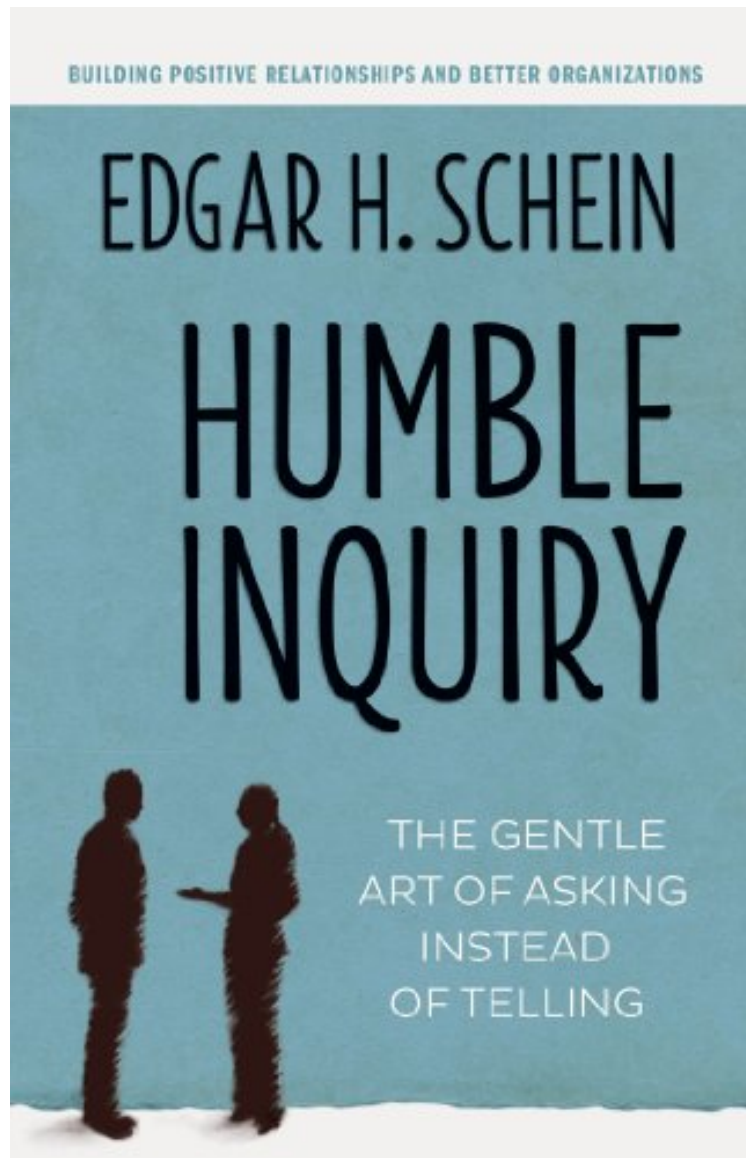


[FREE] Humble Inquiry: The Gentle Art of Asking Instead of Telling

Humble Inquiry: The Gentle Art of Asking Instead of Telling

Edgar H. Schein

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Edgar H. Schein : Humble Inquiry: The Gentle Art of Asking Instead of Telling before purchasing it in order to gauge whether or not it would be worth my time, and all praised Humble Inquiry: The Gentle Art of Asking Instead of Telling:

6 of 6 people found the following review helpful. Group review by Chaitanya Hadadare, Pavan Karnati, Raghavendra Prata, Subhashree Swain, Swati Srivastava, By swati Srivastava; Humble Inquiry is the fine art of drawing someone out, of asking questions to which you do not already know the answer, of building a relationship based on curiosity and interest in the other person. - Edgar Henry Schein We all live in a culture of 'telling'; and

find it difficult to ask. This limits our ability to build relationships with others. Schein recognizes this gap and explains the concept of Humble Inquiry effectively. He writes that Humble Enquiry builds interdependence by helping us have better information, and building mutual respect with others. The basic concept of humble enquiry is to learn how to ask; instead of tell; and approach conversations with genuine curiosity and humility. Schein explains that what we ask, how we ask it, and when we ask it - all matter. Schein has used several real life examples to explain the concept of Humble Inquiry. These examples make us understand how humble enquiry can be used or practiced in our day to day life. Through this book Schein does not intend to teach how to practice humble enquiry, the true message, we believe, is to educate readers about the value of building relationships by asking questions that arise from curiosity and interest. In this book, Schein often refers to task-oriented culture in US. He explains that there is a lack of attention to relationship issues, which in turn ends up dampening task accomplishment. Schein's suggestions feel counter-intuitive in this culture of task performance, interpersonal competitiveness and telling rather than asking. Schein suggests that a leader can use humble inquiry to help others see their interdependence and build mutual respect, which will lead to collaboration. Schein has done a great job in introducing readers to concepts that they would have ignored otherwise in their day to day lives. Schein defines strategic humility and categorizes humility as: basic humility (attitude towards somebody who has a high title); optional humility (attitude towards somebody who shows that they are capable); and Here-and-now humility (situational attitude towards somebody in order to build a relationship). Here-and-now humility is crucial for the understanding of Humble Enquiry. Schein's example of a surgical team performing a complex operation provides a good context for these three types of humility. This book is a good read for managers who are looking to bring a change in their communication style. Communication plays an important role in strategic management for an organization. Without effective communication, the goals, objectives and vision developed by senior management may not be properly conveyed or perhaps miscommunicated to other stakeholders. Schein emphasizes the importance of developing an attitude of humble inquiry which is often found missing when a person higher up in hierarchy communicates with people working under him. Dynamics within organizations is constantly changing with time. Companies are transforming from a hierarchical organizational structure to more people oriented. People oriented organizations like Software or Service companies need a communication structure which encourages idea from all. Schein echoes the same thought and believes that organizational transformation is required so that leaders start listening and asking questions. Humble enquiry can lead to efficient exchange of information which may have been lost otherwise. Schein's style of writing is simple and to the point. This book helps us pay attention to conversations in our day to day lives and how they can be transformed to incorporate Humble Enquiry. This is one strategy that can be applied across all industries and can be practiced by anyone within the organization - starting from an intern and going all the way up to the CEO, results can be extraordinary. 0 of 0 people found the following review helpful. Lovely deep dive into asking questions By Karen Valencic Asking questions is an important part of all productive relationships. I found Schein spirals in and elaborates about questions in deep ways. Spiral Impact: The Power to Get It Done with Grace He points out that we live in a culture of telling and tasks. As our work changes and becomes more complex and the culture becomes more diverse it requires more relationship building to truly understand others. In a telling and task oriented culture, telling puts the other person down. It implies that the other person does not already know what I am telling and the other person ought to know it. On the other hand, asking temporarily empowers the other person and temporarily makes the asker vulnerable. This builds relationships. Humility, in the general sense, refers to granting someone else a higher status than one claims for oneself. Humiliated means publicly deprived of one's claimed status, to lose face. Schein defines 'Humble inquiry as the skill and the art of drawing someone out, of asking questions to which you do not already know the answer, of building a relationship based on curiosity and interest in the other person.' When a choice is between you or me, look for way to explore us, the relationship itself. Four forms of inquiry, all of which can be humble depending on the intent: 1. Humble inquiry - maximizes my curiosity and interest in the other person I set aside my bias. 2. Diagnostic inquiry - influences the other's mental process, example: what may have caused this? 3. Confrontational inquiry - you insert your own ideas in the form of a question, 'example, do you think they were doing that because they were afraid?' 4. Process oriented inquiry - a shift from the conversational focus onto the conversation itself. Example: 'Are we okay?' 'Did I offend you?' Keys to learning are to slow down, observe carefully, and take full stock of situational reality - becoming more mindful. 9 of 10 people found the following review helpful. I found his video interview more impactful By Worker Bee Schein hits a lot of points in only 110 pages, but you will need to go elsewhere for depth. I got more out of his video interview (link listed below). If you've done any reading on getting beyond ego, conflict resolution, or non-violent communication, much of the material in this book won't be new to you. For example, Schein describes the need for an attitude of genuine interest and curiosity, and describes ways to develop that attitude (e.g., reflection, mindfulness, artistic endeavors, building relationships). He discusses the importance of relationships, trust, vulnerability, and understanding feelings rather than suppressing them. What I found most interesting was his description of U.S. and management cultures, and the consequences they produce. He describes our culture as individualistic, competitive, optimistic, and pragmatic. Though we often espouse teamwork, in actuality we reward

individualism. Overlain on that is our "culture of tell" - managers are supposed to know what to do, not ask questions. And subordinates often don't feel safe enough to speak up, so critical information gets withheld. If you're interested in this topic, I recommend this video interview with Schein on Culture, Leadership, Humble Inquiry: <https://www.youtube.com/watch?v=7MwebWXtKBs> The first 12 minutes were the most interesting to me. Schein talks about why upward communication is faulty and how that can yield safety problems, why employees should be treated like human beings, why the culture of "tell" doesn't work in a complex environment, and why managers should aim to be the orchestrator and not the "boss".

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.

"Schein helps us understand the importance of transcending hierarchy and authority to build authentic relationships predicated on trust and respect." --Gary S. Kaplan, MD, chairman and CEO, Virginia Mason Health System "An invaluable guide for a consultant trying to understand and untangle system and interpersonal knots. Written with a beguiling simplicity and clarity, it is laden with wisdom and practicality." --Irvin Yalom, MD, professor emeritus of psychiatry, Stanford University

About the Author Ed Schein was Chief of the Social Psychology Section of the Walter Reed Army Institute of Research while serving in the U.S. Army as Captain from 1952 to 1956. He joined MIT's Sloan School of Management in 1956 and was made a Professor of Organizational Psychology and Management in 1964. From 1968 to 1971 Schein was the Undergraduate Planning Professor for MIT, and in 1972 he became the Chairman of the Organization Studies Group of the MIT Sloan School, a position he held until 1982. He was honored in 1978 when he was named the Sloan Fellows Professor of Management, a Chair he held until 1990. He is currently Sloan Fellows Professor of Management Emeritus and continues at the Sloan School half-time as a Senior Lecturer. He is also the Founding Editor of Reflections, the Journal of the Society for Organizational Learning devoted to connecting academics, consultants, and practitioners around the issues of knowledge creation, dissemination and utilization. His consultation focuses on organizational culture, organization development, process consultation, and career dynamics, and among his past and current clients are major corporations both in the U.S. and overseas such as Digital Equipment Corporation, Ciba-Geigy, Apple, Citibank, General Foods, Procter and Gamble, ICI, Saab Combitech, Steinbergs, Alcoa, Motorola, Hewlett-Packard, Exxon, Shell, AMOCO, Con Edison, and the Economic Development Board of Singapore. Schein has received many honors and awards for his writing, most recently the Lifetime Achievement Award in Workplace Learning and Performance of the American Society of Training Directors, Feb, 3, 2000 and the Everett Cherington Hughes Award for Career Scholarship from the Careers Division of the Academy of Management, Aug. 8, 2000. Paul Kampas is a consultant, researcher, and author with over two decades of multi-disciplinary experience in technology, systems, and strategy. He is principal of Kampas Research, a consulting firm that provides research, writing