

# Questions Are the Answer: A Breakthrough Approach to Creative Problem Solving, Innovation, and Change

Date: Oct 7-8, 2024

Location: MIT Samberg Conference Center - Building E52 - Samberg Conference Center (E52)  
Dining Room 3 - 6th Floor

**Mon - October 07, 2024**

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8:00 AM - 8:30 AM EDT

**Registration & Breakfast**

8:30 AM - 8:45 AM EDT

**Introduction to the Program**

Hal Gregersen, Marsha Dunn, Jeffrey Wetzler

8:45 AM - 9:30 AM EDT

**Questions Really Are the Answer in a Rapidly Changing World**

Hal Gregersen

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- Who are we and how can we create a culture of inquiry?
  - Why do questions matter more than answers?
  - How can we prepare ourselves, our teams, and our organizations for an uncertain and exponential future
  - What is the Questioning Toolkit?

9:30 AM - 10:15 AM EDT

**Tool #1: Creating Conditions for Catalytic Questions**

Hal Gregersen

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- What conditions or contexts cause us to ask Catalytic Questions?
  - How can we be more Intellectually Wrong? Emotionally Surprised? Behaviorally Quiet?
  - What helps us experience these conditions more frequently? What hinders us?

10:15 AM - 10:25 AM EDT

**Break**

10:25 AM - 12:00 PM EDT

**Tool #2: Conducting Question Audits**

Hal Gregersen

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- How can we conduct a Question Audit to build more productive patterns of inquiry?
- How might our questions generate more positive energy and impact?
- How can we refine our question patterns systematically?

12:00 PM - 12:45 PM EDT

## Lunch

12:45 PM - 2:30 PM EDT

## Tool #3: Mapping Question Journeys

Marsha Dunn

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- How can we ask more Catalytic Questions by looking Backwards, and then forwards?
- What is my relationship with fearless inquiry (and psychological safety)? Past, Present, Future?
- How does my relationship with fearless inquiry relate to the systems in which I operate?

2:30 PM - 2:40 PM EDT

## Break

2:40 PM - 4:15 PM EDT

## Tool #4: Doing Question Bursts

Hal Gregersen

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- What if we brainstormed for Catalytic Questions to make faster and better progress on crucial challenges
- Where can I engage the Question Burst Methodology wisely at work and in life?
- How do Question Bursts strengthen psychological safety and encourage intelligent failure? Integrating Our Transition Journey Experience

4:15 PM - 5:00 PM EDT

## What Questions, Insights, and Actions Surfaced During Day 1?

Hal Gregersen, Marsha Dunn, Jeffrey Wetzler

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Reflections on graphic facilitation visuals to deepen insight, foster collaboration, and strengthen calls-to-action

5:00 PM - 6:00 PM EDT

## Reception

**Tue - October 08, 2024**

8:00 AM - 8:30 AM EDT

## Breakfast

8:30 AM - 9:00 AM EDT

## What Questions, Insights, and Actions Surfaced Overnight?

Hal Gregersen, Marsha Dunn, Jeffrey Wetzler

9:00 AM - 10:15 AM EDT

### Tool #5: Challenging Question Assumptions

Hal Gregersen

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- What assumptions might be holding us back in our progress as inquiry-driven leaders?
- How can we modify our fundamental assumptions systematically to make better progress?
- What radiant questions give us energy to change? What shadow questions sap our energy to change?
- What small experiment might help us become stronger instruments of inquiry and promote positive change?

10:15 AM - 10:25 AM EDT

### Break

10:25 AM - 12:00 PM EDT

### Tool #6: Posing Quality Questions

Jeffrey Wetzler

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- How can we craft quality questions?
- How can we find the optimal ratio of asking to telling?
- How can we ask questions that best tap into the wisdom of other people?

12:00 PM - 12:45 PM EDT

### Lunch

12:45 PM - 2:15 PM EDT

### Tool #7 Listening to Learn

Jeffrey Wetzler

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- As we pose quality questions, how can we listen for multiple levels of meaning to hear what someone is really trying to tell us?
- What strategies for keeping the inquiry alive will make the highest impact in our listening?

2:15 PM - 2:25 PM EDT

### Break

2:25 PM - 3:35 PM EDT

### Taking the Toolkit Forward in Your Organization

Hal Gregersen

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- How can the combination of frameworks and methods embedded in the Questioning Toolkit make a positive difference in your team and organization?

- How can questions become the answer as you go forward at work and in life?

3:35 PM - 3:50 PM EDT

**Break**

3:50 PM - 4:05 PM EDT

**Certificate Ceremony**

4:00 PM - 5:00 PM EDT

**Committing to the Quest of Inquiry-Driven Leadership**

Hal Gregersen, Marsha Dunn, Jeffrey Wetzler

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Final reflections on graphic facilitation visuals from both days to deepen insight, foster collaboration, and strengthen calls-to-action going forward

*Schedule subject to change*