



PROFESSIONAL CHRISTIAN COACHING TODAY

Chris McCluskey & Kim Avery

*The podcast dedicated to Raising the Standard of Coaching...
and Changing the World*

Episode 033

Dr. Marilee Adams on QuestionThinking™

KIM: Well welcome. I'm so glad you joined us because we have a special guest with us today, Dr. Marilee Adams, author of one of mine and Chris' favorite coaching books Change Your Questions, Change Your Life. Marilee and I got introduced in kind of a funny way. I was teaching at a class of ours several months ago and I was bragging on this book and recommending that all our students get this book because it's such a pivotal work in our field, and one of the students chimed in and said, "I know her!" It was such a great moment because I said, "Really? I'd like to know her too." It would be wonderful if we had her on the podcast." Marilee, I just want to thank you for your accessibility and being willing to join us here today.

MARILEE: Well thank you and Kim, you didn't mention that the person who said that said, "I know her from Zumba and yoga classes."

KIM: That's right. Well, however we got connected, I am so glad you're here. Chris, why don't you tell us a little bit about Marilee.

CHRIS: Yes. As Kim said, this is one of our favorite books, Change Your Question, Change Your Life. Marilee is an author. She has actually authored three books. So Change Your Question, Change Your Life, she is also the author of The Art of

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the Question and an excellent book as well called Teaching that Changes Lives. She has a background as a clinical psychologist. She got her PhD in Clinical Psychology from Field and Graduate Institute. So she speaks to psychotherapist kind of persons but also to us coaches and very much in the coaching world question based whether in life coaching or leadership, executive and organizational coaching. She also speaks to educators and for that matter then to consult and send mentors, so essentially, a very broad spectrum of human communication for the purpose of influencing change – individual change and organizational change. She is truly one of the leading voices and thought leaders in that field. She is founder and president of the Inquiry Institute and we're going to tell you a little more about that and how you can find her on the web at the end of the broadcast today.

When looking at kind of the background and the chops, if you will, of a person, you kind of want to know, well, who are they working with? Who have been clients who have said, "Hey, this was really valuable for me. This had an impact in my life personally or our organization. I got to tell you, her short list even, let alone the long list of clients is kind of like a who's who. So hold on to your seats. I'm just going to read a few here but Johnson & Johnson, Johns Hopkins Hospital. Lockheed Martin, the National Science Foundation, the US Navy, NASA Goddard, the National Defense University, US Departments of Treasury, the Interior, Education, George Mason University, Harvard, Princeton. There are a lot of chops here and so when we look at a topic that sometimes is criticized as being soft or if questioning is of questioning value, I think we have a whole host of persons who are saying, "Oh, what you're about to hear here is of tremendous value." Maybe tune up the volume and get ready to explore some questions that can change your life.

KIM: And with all that experience and all that knowledge behind you, Marilee, my first question is really a basic one. What got interested in question thinking in the first place?

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MARILEE: Well, let me see if I can give you the short answer. First of all, it is something I got interested in question thinking, it's that I got interested in how thinking occurs and began to identify that we think with questions even though we're not aware of it. So I coined the term "question thinking" to describe the phenomenon of thinking as I was noticing it and what I love about that is when you can recognize that all of our thinking is actually driven by questions and that leads us to start to notice ongoingly the questions we're asking. When we are able to notice the questions, analyze the questions for whether they are being effective or not and also have and also have the skills and the tools to recraft the questions if we want to have different experiences and relationships and results. It becomes a very handy leverageable way of operating that you can use everywhere and you just get better and better at it. It doesn't just relate to coaching, it relates to life.

KIM: Yeah, I think one of the examples of that that really hit home with me in your book, Marilee, was the one about nomads. Nomads started with the question, "Where can I find water? Where can I find water?" That drove them for centuries, however long until somebody someday woke up and asked a different question which is "How can I get water to come to me?" What a pivotal difference there is in the answer when you just ask a slightly different question.

MARILEE: I love that example and I may pull a few things out of it. First of all, I've never interviewed any nomads so I am assuming that these were implicit questions and the reason that I can assume that is - and notice how useful this is - that our behavior is driven by questions. We usually think about questions in terms of the ones that are interpersonal, that are out loud, or that we're thinking about, but if you extend that to the behaviors we engage in represent answers to questions we've been asking, then it helps understand more about human nature and motivation. And then Kim, to your point about how the question shape us, the nomad example shows how majorly the paradigms that we live in or circumscribed and shaped by the questions we ask, so that was a profoundly historical question that I'm actually assuming out of their behavior because prior to asking the question, "How do we get water to come to us?" The answers to

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that of course led to agriculture, irrigation, cities away from water literally, the world as we know it could not exist without that question or some similar question shaping the direction of our thinking, and this is very important in coaching because our clients come in having basic questions not only about their goals and their concerns, but also about their beliefs about themselves, about what's possible for them, what's not possible for them, and when we can have the lens in that questions help us have, we can understand them more quickly and we can provide a way for them to understand themselves more quickly and at the same time, give them some practical "how to's" about how to make changes that they want.

CHRIS: That for me was one of the pivotal, I could feel them in the core of my being kind of awarenesses that I gained the first time I read your book. My copy is dog eared now and I go back to it frequently but I also, I think I mentioned to you, Marilee, before the broadcast, I purchase your book frequently and send it to clients particularly executive corporate clients because I think the issue of questions sounds like a skill, like we're going to help you ask better questions, we're going to help you learn to be a better question asker, and your coining of that phrase, "question thinking" to say "Actually, what this is not about is just trying to think about how to ask better questions, it's examining how do we think, how our decisions made and therefore actions undertaken and that is a different question to start from, "how does that happen?" and that is a different result. Once I got that from that your book, that was what put my head on the swivel and that's why I got so fired up about it. With your permission, I'm going to grab a segment from the book and read this as further illustration of the point that we're covering here, is that all right?

MARILEE: Of course.

CHRIS: You said, "Much of the time, we are barely conscious of asking questions especially the ones we ask ourselves, but there are part of our thought process nearly every moment of our lives thinking actually occurs as an internal question

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and answer process. not only that, we often answer our own questions by taking some action. So there it is, actions result from that process internally, but you said, “Here’s an example. When you got dressed this morning, I’ll bet you went to your closet or dresser, or maybe even before and asked yourself questions like where am I going, what’s the weather, what’s comfortable or even what’s clean. You answered your questions by doing something. You selected some clothing and put it on. You are in effect wearing your answers.” That I think illustrates beautifully your coined term “question thinking.”

MARILEE: Yeah, I think so too and I’d like to kind of riff of what you said.

CHRIS: Please.

MARILEE: Since you brought that up, I think it’s really useful to say that many companies use this. Because we’re talking about being able to manage thinking, then it works for everybody and it has been kind of surprising for me to discover that why mediators use this, why educators use it, why relationships makes the difference in relationships. When I’m working in organizations, sometimes it has to do with six sigma, lean thinking, quality, and safety. I’ve been surprised frankly at the reception and the breadth of the places and people who find it useful, but it’s also exciting because it means it’s accessible and it really makes the difference for people in a simple, I think practical way.

CHRIS: I’ll underscore that very definitely because for our listeners, many of whom have probably not read the book yet, I couldn’t encourage them strongly enough to get it and one of the reasons is because I believe you made this material very accessible. The point that I was just illustrating through that example from your book and what you’re expounding upon here really is a pivot in the way that we think about what we’re doing when we think, when we make decisions, when we interact with others, our use of self in a coaching relationship, our use of self as leaders, etc., it’s a fundamental kind of a thing. It’s not just a little tweak here or there, but that could have easily resulted, Marilee, in a book that could have been written in such theoretical, academic, dense verbiage that it would have probably

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done well in graduate school if we had to read it, but it would not have found the wide reading audience that this book has in fact found because you brought it down to a level that every man can access and so again to our listeners who have not read it, many of you are familiar with several of the leadership books by Patrick Lencioni and the hallmarks of Patrick's writing often is that he writes what he calls business fables. He will create a fictional kind of a work setting and he is going to cover the primary points in his book but rather than just tell you about them and walk through the three points or the five points or the eight points or whatever, he's going to walk you into that imaginary world and show his points being played out in dialogue, in work team meetings and such and that is exactly what Marilee has done with this book. It is the most pleasant read for something that unless they say could have been written in a way that would have really made you have to work to go, "Wow, I think what she's saying is good. I wish I understood it more. I have to reread that section again." Instead, you just draw us in to setting after setting after setting where you're opening up this little treasure box over and over and giving us pieces and parts of the way you've come to see thinking, decision making, team building, and improved self awareness, self leadership and then leadership of teams and all. Thank you for such an accessible gift for something that does really need to be accessible because I think this is pivotal for the way society works especially in terms of a coach approach to most of our roles.

MARILEE: So Chris, the reason I was laughing just now is you were describing my first book, which is a textbook in psychology, cognitive behavioral textbook in psychology and I gave it to one of my brothers to read. I was all excited. It was my first book and I finally asked him like, "What did you think of the book?" He said, "Well, I made it through the first chapter."

CHRIS: Right, right.

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MARILEE: Literally, that was the moment when I said, “I have to make this more accessible.” It’s a lot of work to make things accessible but that’s also the job of an author or of anybody who has got a body of work that can make a difference for people.

KIM: So given the accessibility and I know how widely spread your work has become, I’m curious to know how people have responded especially initially because face it, we live in an answer culture – expertise telling people the right or wrong, very black and white thing to do and it’s important that you do it my way – whoever the person speaking is. So what happens when people are first exposed to this idea of question thinking?

MARILEE: Well, I have a lot of answers to that one, Kim. The book does kind of sneak up on you so that people are sort of agreeing with it before they realize what they are agreeing with and the point you just made about the kind of world we live in where we want, people are really addicted to answers and to short term solutions, which is certainly not what coaching is. When I do this in organizations, I always emphasize, “This may seem simple and it may seem obvious with the work we’ve done how important questions are but basically, this is really counter cultural and if you want your company, your colleagues, or your team to take this on, then you have to be very committed to it. In situations that are really mission critical, life critical such as in hospitals or a nuclear company where I did some work or places where safety and compliance are really important, then knowing how you’re thinking and what you’re missing is really, really critical. But we have to weaned off of thinking that things can be answered, that they are nuanced, that they are either or, but that kind of thinking robs people of so much possibility and so much richness, and frankly, it robs people also of intimacy and relationships.

CHRIS: You’re messing with the ways that we think and as you said, we so oftentimes want just to go for an answer. Let’s get an expert in here. Let’s find out what we’re supposed to do but we can wind up being like a bunch of lemmings, just wanting to follow somebody and yet that is one of the greatest complaints in companies when they don’t like the answer that they are given or the job

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description they have or the task at the end. “Well, I don’t want to do it that way. That sounds so old fashioned. We have always done it this way before.” We are uncomfortable with oftentimes the results of that kind of thinking but what I think you’re really pushing the envelope on with regard to this then is to say, “Okay, so we’re going to go to that kind of thinking, that answer thinking, that telling thinking if you’re the leader, directive kind of thinking, or that looking for answers assuming there’s just one right way and tell me what it is and then I’ll follow that for the employee or the team member. You’re saying, “We’re going to examine your thinking because we’re going to examine what questions are you asking. What questions are you in that are resulting in the results that you’re getting and therefore the action? So you move from your coined concept of question thinking, being the way that we actually do much of our thinking and decision making to examining the mindsets in which we are asking questions, our learner mindset and our judger mindset. Can you step us into that some?”

MARILEE: Certainly. So there are two aspects of question thinking that are really the anchors. So one is what I’m going to call learner question, which I’ll describe in a minute and the other is mindsets. They are very interwoven yet it’s worthwhile to pull them apart to talk about them. One of the things I have discovered is that everybody has two mindsets. And we always will, so both mindsets are normal and it’s very important for people to appreciate that and accept that. So what I can do if you like is do a quick demo of it so that you could experience it and then your listeners could experience it too.

CHRIS: I think that sounds great.

MARILEE: So I’m simply going to recite some questions in one mindset and then another and your job is to listen to the questions as if you were asking them of yourself and to notice the impact of the questions. So the questions will impact your mood, possibly your breathing, possibly your physiology, your posture, your facial expression and the thoughts that go running through your mind and it will take 30

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seconds or so to do it but it's kind of dramatic to notice that impact of the two different ones.

CHRIS: Beautiful.

MARILEE: Here's the first set of questions and all you have to do as I said is listen and imagine that you're asking them to yourself. The first one will be, "What's wrong with me? Why do I always have such bad luck? Why don't things ever work out? Why is everybody around me so stupid and aggravating and annoying? Haven't we already been there, done that? Why bother?" Now, you may notice that you're holding your breath and I have done this with thousands and thousands of people and commonly, people hold their breaths when they are listening to that. It's not on purpose but they just do. So you can start breathing again. Typically, what people say when they listen to those questions and then they say, "Well, what was the impact?" Generally, they will say that they felt helpless or hopeless, or their energy got depleted or they felt like nothing they did would make any difference and so why not just give up because bad things are going to keep happening anyway. That's sort of a summary of how people respond to those questions, which obviously, their content free. It's just the question. So, if you'll take a good cleansing breath, inhale and exhale and I'll do the other set of questions.

CHRIS: Well, I just want to underscore that the import of what you just said because the word that was in my mind as you were asking what did you feel, the word was "deflated." Those are deflating. Well, one interesting thing that I was then physiologically holding my breath as it were trying to keep from being deflated, "I want to tough this out. I want to hold on of what air I've got in there because I'm having it sucked out of me." Fascinating, mind body connection there.

MARILEE: Right, but notice that your questions, because we all do this, let me do the other questions and then... So, I'm assuming you've taken a breath and here's another set of questions. What do I want? What's valuable about whatever just happened or this person or this situation? What can I learn? What is the other person

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thinking, feeling, and wanting? What are some good steps forward and what's possible?

KIM: Now, that's an entirely different experience. I could feel my eyes look up as its wondering, pondering, contemplating the horizon in the future in a more hopeful, helpful manner, and I remembered to breathe.

CHRIS: Right.

MARILEE: Kim, that's very common. So people will say, "I felt energized. I felt hopeful. I felt like there was a future. I felt like there was something that I could do to make things happen." "It put me," they will say, "Into a entirely different place." So what's important is, well, first of all, the last set of questions I'm going to call learner questions. That will be learner mindset. The first set of questions is judger questions – judger mindset – and what's important is we all ask both kinds of questions. Everybody does and the reason I can be so certain about it is now we know so much from the world of neuroscience and really understand that the questions I'm calling judger questions also track with the amygdala, that's fear based, and we can't not have that and we don't want to not have that, but it also tracks with other parts of ourselves, what's positive, positivity. It's never a question of saying I don't want to do those "negative questions" anymore because we will, because we're human.

CHRIS: Yes.

MARILEE: And the more that we can accept that part of ourselves without being judgmental to ourselves for those experiences or thoughts, the more healing, the more energizing, and the more possibilities that we have. It becomes such an important thing to be able to observe the questions we're asking, the mindsets we're in, and the beginning of being able to observe that also turns us into literally a different kind of observer.

CHRIS: Yes.

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MARILEE: It moves us into formal operations. It's cognitive development, it's character development, it's moral development, it's the ability to think about your thinking. By being able to distinguish the mindsets at the same time, you're elevating your ability to be thoughtful, to be an observer, and you're moving yourself up the spectrum, the developmental spectrum, and the more that you do this, the more strengthening it is and the less reactive.

CHRIS: Absolutely. I want to be sure that our listeners are catching an important distinction. What you're saying here with regard to that judger mindset and the judgmentalism that's inherent in it before you move us to the learner mindset because I didn't catch this the first time and you wrote right into your book one of the characters asking the very question that I was asking, and that was, "Well now wait a minute, you're not suggesting that judgment is never right." You quickly said, "Oh no, no, no. Judgment and judgmental or judgmentalism are two very different things. Certainly, we need to have judgment that's based in discernment. That's where you make your decisions and then you go ahead and act and carry through on something. Judgmental is, by nature, a critical state, self critical or critical of us. What's wrong with me? How can I be so stupid? What's wrong with him? Does anybody else get this? That puts us in a mindset that feels self preserving but actually, as you said, tends to just lock us down and cause a deflating, limiting, disempowering kind of state. That is judgmental, judger mindset not judger like someone who judges well and exercises good judgment. Just an important distinction there before we shift.

MARILEE: It's absolutely critical distinction and I want to say some more about it because if this is all people get, then it would be really useful for them. So when we're in judger and notice I'm saying we because we all do it – we are, there are some dictionary definitions – attacking self or others, which is what you just described, Chris, and also having on perceptual blinders which is also why judger and unconscious bias go together. So there are cause to this and at the same time, it's important to remember that it's normal and people are not bad and wrong for doing it. It's just what we do. Learning about it frees us to manage it rather than

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being at the effect of it. So I think that's really important and I have a few statements about that I think are useful for people.

KIM: Yeah.

MARILEE: One of them is judger mindset is the enemy of good judgment, which is really what you were just saying.

CHRIS: Mm-hmm, I like that. I'm writing that down. Judger mindset is the enemy of good judgment. Yeah.

MARILEE: Because oftentimes, people think, well, if they just yell and scream that that's going to make people be better or work better and actually, it's the enemy of good judgment. There are so many things we do in this world. We need all of our resources. If we are cutting off part of our energy and our discernment, then we are not fully equipped.

CHRIS: Well, as you said a moment ago, we know that it triggers the amygdala. It puts us into that fight or flight self preserving kind of way and we don't do our best up there. We react. We don't proact, we react from that place because we're trying to preserve self.

MARILEE: Exactly and so this is the react-respond. And what's really important is that not only is that true but there's a very simple practical way begin to really observe it and change it. Literally, when you can observe your own mindsets nonjudgmentally, it really gives you access to taking advantage to all of that and so we do have a tool. It's a visual called the Choice Map and I know that you all can't see it but it shows the different paths of the learner path and the judger path, and also the switching lane which is where you can move from judger to learner.

KIM: And for those of you who are listening, be sure to go to ProfessionalChristianCoachingToday.com. In the show notes of this episode, Change Your Questions, Change Your Life, we're going to have a link to that Choice Map. So for some reason you're not on our email list and you are looking

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for that Choice Map, I want to make sure you can get a hold of that. Back to you, Marilee, you are talking about the judger mindset and here's this Choice Map. I know it gives us a choice between judger and learner at this kind of juxtaposition called the switching lane. Can you tell us a little bit about both of those things?

MARILEE: So we're talking about two mindsets, which we all have – judger mindset and a learner mindset and we always will have both. It's simply a question of which one is in front at a particular moment and this is a moment by moment awareness and a moment by moment skill to develop. So, let me say a little bit about learner and then I'm going to talk about switching, and I'll tell you a quick switching story to illustrate that.

CHRIS: Well, I want to paint our listeners into this thing since they can't see the graphic right now because I love, once again, you have made this so accessible for us. Listeners, if you're trying to paint a picture in your mind of what Marilee is exploring for us here, the Choice Map that she's describing is actually kind of a cartoon and it looks like a road that starts out with regard to thinking and moving toward decision and action, and it veers off in these two different directions. Kind of picture a cartoon-like map and heading on the one path that will get you where you really like to go and the other one can take you to a place that you don't really want to go to. I love again that it's not some complex Venn diagram or decision tree complex. It's a cartoon, if you will, but it really gets the point crystal clear in your mind's eye when you can see it. So go ahead. Take us then on that road.

MARILEE: When we are in our learner mindsets, we're more open-minded, we're more flexible. We're able to look from the other person's point of view. We are thinking as more nuanced than has shades of gray, and we're questioning our assumptions as a practice, which is a very important piece of coaching. I'll also say that we all have it but the more that we develop our learner mindset and the ability to switch from judger to learner, we're also reinforcing our resilience, our personal mastery, our ability to stay in positivity and also our emotional intelligence.

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KIM: What I hear you saying is not just that we'll have better possibilities and better outcomes, that we'll have better relationships with other people because we're in learner mindset, it's that within ourselves, those feelings of positivity and hopefulness, we're going to experience an internal change as well when we switch into that learner mindset.

MARILEE: Right, and what happens when people work with us for a long time, what people develop is the ability to get themselves out of judger and into learner very quickly in real time most of the time. Nobody is ever going to be perfect about it. So the way it goes is we get to notice judger not judgmentally and then ask what I call switching questions. If I stay here, how is it going to go? Do I like how I'm feeling or what I'm doing? How else can I think about this? Those are the kind of questions that literally lift us out of judger and into learner. I call those switching questions, so lots of them in the book. It's such an important phenomenon because that's the place where those are the first two pillars of emotional intelligence –self awareness and then self-regulation/self-management.

So this is a story about me. Remember, I've been working with this for a long time and this occurred recently. I was walking past my husband's office. He called me in and he said that he had written a poem and he had sent it off to a magazine for possible publication. Well, I had this instant what I call a judger hijack which is sort of like an amygdala hijack. I want to emphasize how fast this happened so I felt physically, I felt my judger hijack, I caught myself. I noticed what I was doing, took a breath, and switched myself right there and was able to say genuinely, "That's wonderful, sweetheart. I'd love to hear it." Now that sounds little. It's not little.

CHRIS: No because we know something very different could have come out of your mouth and therefore resulted from that interaction.

MARILEE: Absolutely and so it's worth thinking about how it's the little moments like that over and over and over in our lives at home and at work that when we can gain the ability to be in charge of our mindsets and what comes out of our mouths and

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how we relate to people that we can really literally change the fabric of our relationships, of our cultures, of everything and it takes practice to do that. So first people learn to notice it and sometimes it's days later and then it gets closer and closer. Someone in one of our sequela course, the Chief Questioning, just wrote on her reflection form, "I'm so excited. I just had my first experience of catching myself in midstream and I changed what I was doing and didn't make a mess."

KIM: That's beautiful.

MARILEE: Just imagine, if we could do that, most of us could do that most of the time, how that would change everything.

CHRIS: It's huge. There's three different things that will indicate growth at the direction that we want to see them go and that is in terms of catching yourself in something like that, ideally, you see it coming, you realize, "Oops, this is one of those situations where I could easily get into a judger mindset." You stop yourself and you choose a different path. I love when that happens. It doesn't happen nearly enough but that's the idea. Second is like you were just saying with that person, we didn't see it coming or if we did see the indicators, we kind of blew past them and we get right into the thick of it, then there it is coming out of our mouths or some kind of an action being taken and then we realize, "Wait a minute, okay. I know what I'm doing here. Is this going to get me where I want to go? No," and so we choose that switching question and we go in a different direction then. Still, just as much an indicator of growth and self awareness, I love it when I catch it ahead of time better but that's still growth. The third which is still and yet an indication of growth is you didn't see it coming or if you did, you blew past it. You didn't stop yourself in the middle, maybe you didn't even care at that point or maybe you just didn't catch it. It's an hour later. You're lying in bed at night staring at the ceiling playing back the day in your mind and going, "Oh. I did it again." Can you stop at that point and wind it back and see where the judger mindset took you off down that path and instead go back and ask those questions

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again that might get you a different state? Go back and apologize and recorrect or whatever you did. All three indicators of growth, strong indicators of growth in terms of self awareness and then as you said, greater self regulation - the foundations of emotional intelligence. Yes, if we can all grow in this, how hugely different our interactions in our world could be.

MARILEE: And would be. So when I thought about, I finished interacting with Ed and went into the kitchen and said, “Marilee, what was going on with you?” I realized that in an instant, I mean, these things happen in an instant. I was, “What? You didn’t show it to me first before?” And then what was deeper was, “Oh, maybe he doesn’t need me.”

KIM: Right.

MARILEE: And these things happen in a nanosecond. Judger is usually fear based and it’s worth thinking about but when I felt like I rescued something that really could have a mess. I want to say something more about learner because I think it’s worth having this be explicit that when we are able to develop the switching muscle, like to be able to catch ourselves and do this. What that brings with us an ability to be compassionate with ourselves and others, it brings with it a baseline of humility, a baseline of humility, of being able to stand in someone else’s shoes, to be flexible, and at the moment when we’re relating with someone and we’re in learner, we have the possibility of an “I though” interaction. When we’re in judger, it’s more like we have an “I/it” interaction.

KIM: And that’s a perfect, perfect note to wrap up on, Marilee. I can’t tell you how much we appreciate the information that you shared today, but just to recap for our listeners, you did learn, I hope, with all of us some important things today about thinking about your thinking, trying to employ question thinking and asking powerful questions to your clients as you do that, that we’re coming from one or two mindsets as it were - either judger mindset or learner mindset – both normal but not equally helpful all the time. And so we have the power to switch or help our clients switch by asking certain sets of questions versus other questions.

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Chris, if you could tell us more how people can get in touch with Marilee, that would be great.

CHRIS: Yeah. We sure hope that you've caught enough of the depth of what's here. Very accessible. You will find tremendous resources and much more information on the web at Marilee's site, which is simply InquiryInstitute.com. While you're there, there are a couple of things that I want to draw your attention to. First, you can download a gift free copy of that Choice Map that she was referring to. Now, normally they do sell that there and certainly if you're going to use it with your clients, which we would encourage to do. I use it with my clients, you would need to charge, there's a small fee for that there on the website and then your client can go there and download it just for themselves, but for you free download for yourself as a listener here, if you will type in the shopping cart the code CYQ3, that will be Change Your Questions 3 because we're on the third edition now of that wonderful book, so CYQ3 and that code then will give you a free copy of that choice map that we've been referring to. Secondly, while you're out there, be sure to check out the Inquiry Institute's live workshops. In fact, they have one coming up here in September 2016 and you can just click on the Workshop button there for information. We're in a period right now of early, early bird pricing and you can get an additional 10% off if you punch in the code MAY, that's this month of May 2016. That code will give you additional 10% off of the already reduced prices on those workshops. And then finally, there is a new e-learning program that is called An Introduction to Question Thinking, a Mindful and Practical Approach to Learning, Living, and Change. That's about a 40-minute or so download straight from their site. Again, there is a purchase price for that but you'll find that e-learning program, An Introduction to Question Thinking, all of these at InquiryInstitute.com.

KIM: For those of you who may be jogging or driving while you're listening to the podcast, please know, if you just go to our website, ProfessionalChristianCoachingToday.com, and look up this episode, Change

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Your Questions, Change Your Life, all of that information and those links will be available to you.

CHRIS: Terrific. Marilee, thank you. That was just so much valuable information compacted into a very concentrated time period. Thank you again for the books, for your devotion to this field, for the impact that you've had particularly in the field of coaching, and for making it accessible to us so that we can grab it and use it immediately in our work with clients.

MARILEE: It was a pleasure and actually a lot of fun. I think we are sharing the devotion to wanting this kind of material to be in the world and making a difference. Thank you for helping me do that too.

KIM: Absolutely. Gang, you know how it goes around here. Keep raising the standard of coaching and changing the world.

CHRIS: God's richest blessings to you.