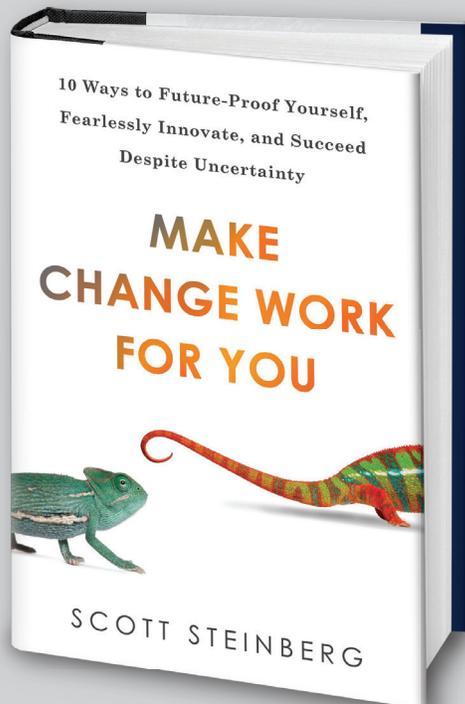
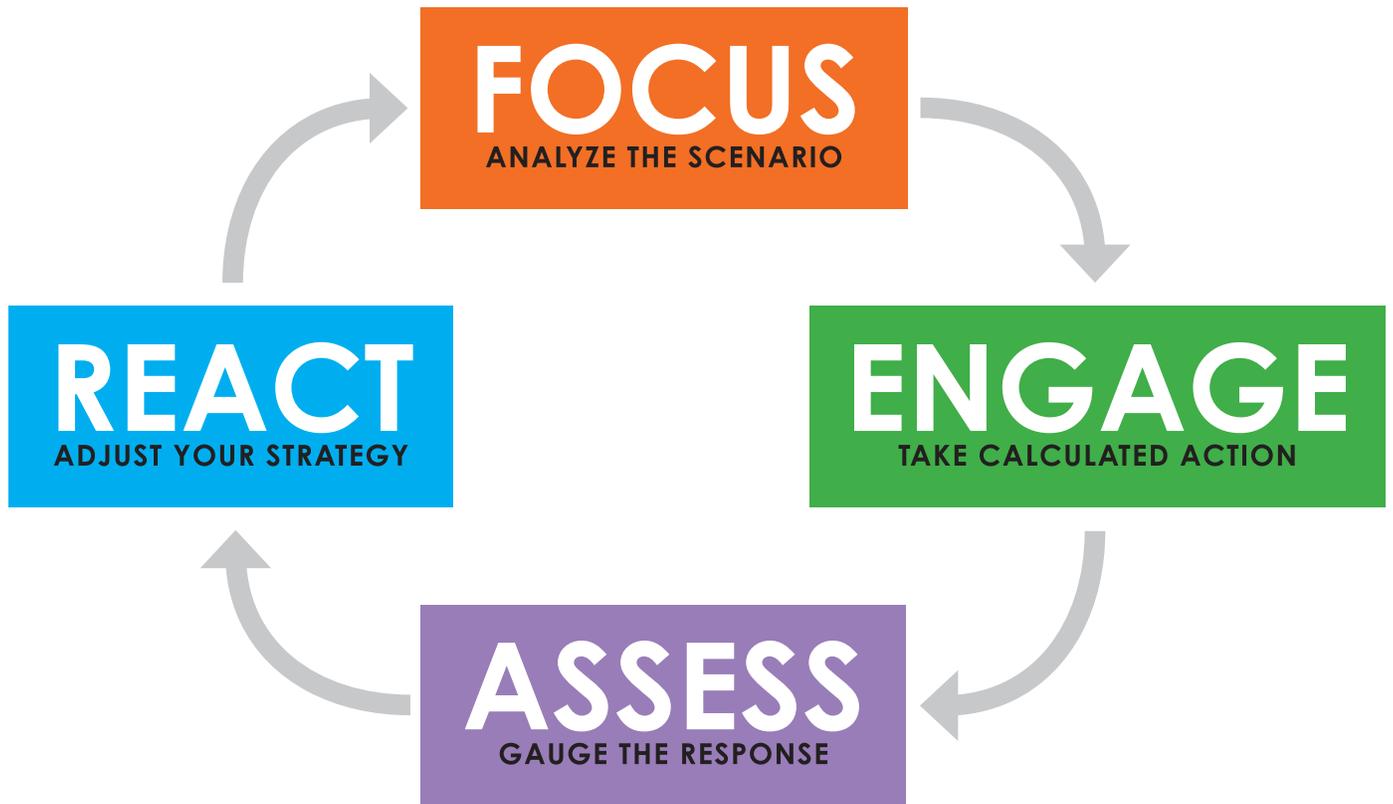


THE F.E.A.R. MODEL



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F.E.A.R. IN ACTION: QUESTIONS TO ASK

FOCUS

- How difficult is the problem you're facing? Why? What aspects of it concern you more than others? Have you considered it from every possible viewpoint?
- What impact(s) does it threaten to have on you or your organization? When and to what extent? How likely are resulting scenarios to occur, and what practical steps or backup plans can you proactively undertake to avoid them?
- Is this a new or familiar problem? How so? When you've encountered it before, how have you addressed it, and what were the results? How can you change your thinking or strategic approaches to improve these outcomes?
- What's the best way you can respond to and counter current sources of discomfort? Do you have alternative options? What are the advantages and disadvantages associated with all? Have you gauged the cost and impact of potential responses from all angles, noting opportunity (soft) as well as financial (hard) costs?
- Why do these concerns trouble you? What lies at the root of the problem? Are you addressing an underlying issue, or simply attending to a symptom? What's the most logical way to tackle your concern(s), and how can you begin doing so?
- How challenging do others perceive the issue(s) to be? Is there a difference—how and why so? How can we reconcile these varying opinions?
- Have others faced similar issues? How so, when, and under what conditions? How did they successfully or unsuccessfully deal with them? In what ways can we learn from these prior attempts?

ENGAGE

- What's the fastest, most efficient, and/or effective way you can deal with this challenge? What alternative options do you have? What costs and benefits are associated with each?
- Have you taken time to adequately review each possible choice? Are you sure that you've sufficiently considered and analyzed all your options? How do these findings confirm or clash with others' advice, opinions, or view of the scenario?
- What resources do you have at your disposal to address these challenges, and when, where and how can we most effectively deploy them? Where do you find yourself coming up short in terms of capabilities, and how can you address these concerns?
- Is there an alternative way to achieve the same result without tackling the problem, or by doing so more indirectly? Why haven't you explored it? Is it possible to pursue multiple solutions simultaneously—to what extent? Who could help us as we go about implementing these solutions?

- Where can you turn to for assistance, support, and/or advice in this endeavor? What is the associated cost for doing so? Could you address this problem more effectively without this aid?
- Where is your effort and energy best applied in the immediate? Long-term? What are the trade-offs associated with pursuing each supporting endeavour?
- Have you taken steps to divide and conquer, and broken goals down into approachable tasks and timelines? How will you go about most effectively achieving them? How will you continue to stay motivated and maintain forward motion in the face of challenges? If difficulties or setbacks are encountered, how will you respond to them?

ASSESS

- What results did your actions produce? Were they the outcomes that you initially predicted? How can you adjust your tactics to be more successful or efficient going forward? How can you boost your ability to spot and plan for unexpected or future events?
- In light of negative responses, what have you learned? What caused these difficulties, and how can you prevent them from happening going forward? How is this learning applicable to future attempts? What can you do differently to make sure you're achieving greater success as you move forward?
- Are the tasks you're attempting and tactics you're taking still the most advantageous and applicable to the problem at hand, and its larger underlying concerns, in light of these revelations? Have you reviewed and reconsidered your options given recent events?
- Have you clearly defined a strategic vision, communicated it to others, and are you currently executing upon it? How successfully are you doing so? Are these choices still the best way to achieve your goals—if not, what strategies and perspectives do you need to change to be more successful?
- What actions, decisions and tactics can you currently be improving upon, or improve in the future? How, and to what degree? Where are you coming up short—and why so? Do the benefits of pursuing current tactics and courses of action continue to outweigh the costs of pursuing alternatives?
- At what cost have difficulties or setbacks truly come? How well do they align with your prior expectations? What surprises or unforeseen challenges did you encounter? Is it possible to avoid them going forward—and how can you shift strategies to more effectively do so?
- If you had to address the problem again, what would you do differently? Are you fully applying the knowledge, experiences, and insights you've gained to ensure that you're not simply repeating the same actions? Who's keeping watch to ensure you're not making similar mistakes, and what checks and balances are you putting in place to ensure you're hearing their voice and avoiding repeating these errors?

REACT

- How can you shift your strategies and approaches to be more successful? What feedback and insights have you gained in light of previous attempts? How (and how well) are you applying them? Are you doing so most effectively and efficiently, or is there a better way to move forward?
- Where will you begin deploying these changes, how, and to what extent? How long, and how much, will it cost you to do so? What benefits do you anticipate seeing as a result of these challenges, and how difficult will the transition be?
- Who's actively driving change, and have you allocated them adequate time, tools and resources to do so? Have you fully empowered them to make these changes, and clearly communicated the vision, steps and processes for doing so? Is everyone aligned with this strategy and vision?
- Where and how rapidly do you anticipate seeing improvements? What key performance indicators and results will tell us that you're on the right track, and how/how often will you be monitoring them? What will you do if benefits fail to materialize, or fail to do so as quickly or to the degree that we've initially anticipated?
- What failsafes and backup plans do you have in place, and which—if any—require deployment? Under what conditions will they be deployed—i.e. how will you know when and where to do so? What shifts in strategy will occur if you're forced to do so, how will they be executed, and how will you ensure that they cause minimum disruption?
- When, how, and in what context, is it appropriate to deploy the above changes? Have you sufficiently informed, equipped and empowered yourself and/or your team or organization to act successfully when the time comes?
- How are you actively monitoring our environment for sources of concern or danger? What processes/procedures have you put in place to intercept incoming signals, and how are you enabling ourselves to successfully interpret these signals? Which transmissions will alert you to impending threats, and which safeguards have you put in place to ensure the accuracy of this system? In the event an alarm is triggered, how can you best respond—and how routinely successful are you at doing so? Where does room for improvement exist?