CONTINUOUS SENSE-MAKING · LEADER CARD

Powerful Questions for Sense-Making

Change takes hold when people make sense of it for themselves. These questions open the conversation as change unfolds. Pick one or two. Ask them often. Listen more than you speak.

fluent

Observe
Open the conversation and notice what people say, ask, and do.
THIS CARD

Interpret
Sort noise from pattern and find what sits underneath.
NEXT STEP

Adapt
Choose the right move and close the loop with people.
NEXT STEP

1

COMMUNICATE CONTINUOUSLY

Questions that open the conversation

Use them in team meetings, one-on-ones, and quick check-ins. Rotate them so the conversation stays fresh.

Check understanding

- What have you heard about this change so far?
- In your own words, what is changing for us?
- What is still unclear?

Surface meaning

- What does this change mean for your day-to-day work?
- What will get easier? What might get harder?
- What are you most hopeful about? Most concerned about?

Learn from experience

- What have you tried so far? What happened?
- Where are you finding a workaround?
- What are customers or colleagues asking you about it?

Hear what is unsaid

- What are people asking each other that they haven't asked me?
- What would make it easier to raise a concern?
- What should we be talking about that we aren't yet?

2

LEADER SELF-CHECK

Before and after each conversation

A quick look in the mirror keeps the conversation honest.

- Did I ask more than I told?
- Did I leave room for silence?
- Did I listen to understand?
- Did I name what I don't know yet?
- What did I learn that I need to pass on?
- Who haven't I heard from?

WHAT COMES NEXT

You'll start hearing things. Then what?

Turning what you hear into the right next move is where change succeeds or stalls. fluent helps leaders build the full sense-making loop into how their organization works.

fluent.co/change-enablement