

Variation on the theme of useful questions to understand an elephant from your peer's/Manager's perspective

'It feels like there is an elephant between us. I am wondering if we could perhaps talk through what might be happening. I would love to understand your perspective, so I can appreciate the impact on you. Then reflect on my experience, so we can work out a more productive way forward. Does that sound ok?'

'Can I understand from your perspective what you saw happened?'

'How did that impact you?'

'What are your assumptions on why I behaved this way?'

'What would you have preferred me to do? And if I had done that, what would you feel about me and the situation?'

'What I have heard is you experienced...'

- *'And this had you feeling...'*
- *'You believe that this was caused by...'*
- *'And to move forward you would prefer it if I...'*
- *'Have I captured that accurately?'*

'I appreciate your honesty in helping me understand your perspective and the impact of my behaviour. I am sorry it had that impact. Perhaps not surprisingly, I experienced this differently. Can I share my experience?'

'I agree with your observations that I did...(confirm the common ground on observable behaviour)'

'What I had observed prior was...'

'This story in my head was...'

'This had me feeling...'

'My intention was...'

'I can understand how you could have interpreted my behaviour in the way you explained. What other questions would you like to ask me to better understand my perspective?'

'So, it feels like:

- *despite our differences we now agree on...'*
- *and we still have some things to still work through on...'*

'In an ideal world, what would you see are the valuable steps to take from here for us to take?'