

There Are Organizations Right Now Making More Money Than Ever Before. Find Out How.

Even considering the weak economy, there are organizations out there making a lot of money. These organizations have mastered one principle from a 100 year-old book. This book has sold more copies than any book in history except for the Bible. It is Dale Carnegie's *How to Win Friends and Influence People*.

Chapter three of Carnegie's book is by far the longest. Most people don't notice this detail. It's the longest chapter because it contains the most powerful principle in the book. The principle I'm referring to is helping another person see that **what you want helps them get what they want**.

While I saw the value of what Carnegie was pointing-out, I could never really grasp it in my mind, or for that matter, convert it into action. It was for me (as for many others) too abstract. This most basic principle of getting along in life was something I could not consciously & effectively put into practice with skill.

I knew what the principle was and I was attracted to it. I knew why the principle was important to me - I wanted to win more "yeses." My problem was the **how**. What did the principle look like in practice? **I now know the answer.**

First, I'd like to share an anecdote. After reading chapter 3 in Carnegie's book, I first practiced keeping my focus on my clients so I could figure out what they wanted, but the challenge was overcoming my impulse (all day, everyday) to slide backwards into thinking about what I wanted them to do. I just needed a tool to "gird me" and thus help me stay focused on others. This one tool is mastering the "**Art of Questioning**."

Few are born masters. Most must achieve mastery through practice. Think about it. When you talk, the focus is on you and you only hear what you already know. When the other person talks (to answer your question), the focus is on them. By listening to them you may learn something you didn't know and it could be a "game changer." It could shed light on the "target," (what the other person wants) and you could help the other person see how what you want helps them get what they want.

For the next month, make a conscious effort to ask more questions, make fewer statements and observe what happens. The closer you can move towards a 50/50 ratio of questions to statements, the more effective you will be. Also, notice what questions work better for you and why.





There Are Organizations Right Now Making More Money Than Ever Before. Find Out How. *continued*

Any questions?

Through this Elevate publication, we will create conversations about the “art of questioning” from different angles. Throughout 2010, I invite you to contact me to share your reactions, statistics, stories and your own tools. I plan to include as much of your content as possible in Elevate in the months ahead.

Angles we will consider in regards to the art of questioning going forward:

- ✓ human nature
- ✓ the decision making process
- ✓ classifying questions into different buckets
- ✓ how do you practice questioning and develop your art
- ✓ creating a “question vault”
- ✓ decision criteria
- ✓ the questioning mindset
- ✓ designing your own questioning tools
- ✓ combining questions with religion and kindness

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Why Darren for Executive Coaching?

Darren is a trained and experienced group coach possessing core coaching competencies, a coaching process and an ethics standard from an accredited university graduate school executive coaching program. He is also a professional facilitator and produces the Texas AEC CEO Roundtable consisting of 100 of the top architecture, engineering and contractor firms in Texas.

About the author. . .

Darren probably delivers the most dramatic and powerful leadership and business development experiences for executives. He is to the executive what a carabiner is to the mountain climber. Darren helps executives reach higher levels than they could alone.

Darren has conducted business in 20 countries across 10 industries and has started and sold two companies. He is a graduate of Texas A&M and has university credentials in marketing, international business and executive coaching. His clients include HKS Architects, Staubach Company, the Texas Society of Association Executives, Mrs Bairds Bread and Kia Automobile.

He speaks regularly on the subjects of strategy, coaching, leadership, international business, and business development. Darren’s audiences have ranged from the Business School at the University of Notre Dame in South Bend, Indiana to the local chapter of the Associated General Contractors in Austin, Texas. Lastly, Darren is married and he and his wife can successfully field a basketball team. Darren has five children.



Darren L. Smith

Darren Smith helps executives develop edges to make winning easier. Darren achieves this through consulting on strategy & business development and through coaching & speaking.