

## 12 Questions Tool\*

The 12 questions below are intended to elaborate and understand a problem or challenge with significant emotional impact on the problem solver or others. Authors Michael Ray and Rochelle Myers\*, architects of the Stanford Business School's course Creativity in Business, have proposed using them as "ruthless and relentless questions" for "getting to the heart of a personal or professional problem."

State your issue, challenge, or problem:

Answer each of the following questions for your issue, challenge, or problem:

1. At this moment, what is my aim?
2. If the truth be known, what's really going on?
3. What is my "Voice of Judgment" saying?
4. Is this who I am, or who I'm attempting to be?
5. What is it that this person or situation provokes in me?
6. What is the objective reality?
7. What is the emotional truth? (Be especially aware of fear, hurt, anger, or sorrow.)
8. What pain am I avoiding?
9. What stubbornness am I holding on to?
10. Is this choice the same as my real choice?
11. What is it that I don't understand yet?
12. Where is this reaction coming from (an authority figure - my mother or father, etc.)?

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\*Ray, M. & Myers, R., Creativity in Business, Doubleday, New York, 1989.