**Questions to Ask:**

**Monitoring Progress with Questions to Get Beneath the Surface**

When you first arrive and throughout your time as superintendent, you’ll be asking a lot of people what they’re doing and how their work is going. There will be times when you may receive a simple “good” in response. Where do you from there in order to get beneath the surface and understand what’s really happening? Unless you get beneath the surface, you’re likely to miss important information about what obstacles might be looming and how you might be a resource to your staff in avoiding them.

Here are some questions that can help you get beneath the surface:

1. How do you know you’re on track?
2. How are you checking to make sure what’s working?
3. How are you handling X (a specific element of the project)?
4. What seems to be working well? Why do you think that’s working?
5. What could go wrong? What are you most worried about?
6. Have you thought abut what you’ll do if Y happens?
7. What’s most important out of all those things?
8. What makes you say that?
9. What kind of data do we have to inform how that’s working?
10. Roughly how much of your time are you spending on that?
11. What’s your timeline on that?
12. Can you give me a specific example of that?
13. Can we take one specific instance and talk through how you’re approaching it?
14. Can we role play what that might look like?
15. What other options did you consider?
16. What one or two things would make this week a success for you in terms of moving this project forward?

Adapted from *Questions to Get Beneath the Surface* 2014, The Management Center [www.managementcenter.org](http://www.managementcenter.org)

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