

Shepherding Tool for AP

1. *Connect with emotion.*

- "That sounds hard."
- "Thank you for telling me. I appreciate your trust."
- "That is a real challenge."

2. *Ask questions to learn.*

Notice these are "what" or "how" questions. "Why" questions communicate judgment or the threat of judgment.

- Clarifying Questions:
 - "What is on your mind?"
 - "Tell me more about..."
 - "When you say... do you mean ...?"
 - "What does that look like?"
- Processing Questions:
 - "How is this affecting you?"
 - "How significant is that for you?"
 - "What is the greatest challenge in that?"
 - "What are your expectations?"
- Discovery Questions:
(Help them discover their options. What it is they really need?)
 - "What is the outcome you hope for?"
 - "What is the worst thing that could happen?"
 - "What is your responsibility in this?"
 - "What are your options?"
 - "What are you hesitating to do or say, and why?"

3. *Address plans or perspective.*

Help the person identify the next step forward—a sort of mini action plan. This should be a very simple next step.

- "What is your next step?"
- "Let's imagine how that will play out. Would you like to practice that with me?"
- "I hear what you're saying. Can I offer a different perspective?"
- "It's possible what I said was not clear. Would you give me the chance to clarify what I meant?"