

## The Pacesetter Way

It is everyone's individual responsibility to appropriately encourage and help all associates consistently follow these behaviors.

**11. Be Quick to Ask and Slow to Judge:** Asking questions leads to better understanding. Ask more, actively listen to the answers, and recognize that the quality of the answer is directly related to the quality of the question asked. Refrain from coming to a conclusion or judgment before enough information has been gathered or questions have been asked. Unnecessarily delaying decisions can create additional risk.

*"Don't criticize what you don't understand. Don't judge a book by its cover. You may miss out on a good story." - Anonymous*

*I have found myself saying things to myself like: "That was a bad decision. Why on earth would s/he do that?" Then I catch and remind myself that I stated that backwards. How can I know something was a bad decision if I do not know why it was made? What good does it do me to ask why after I have already made the judgment call that it was bad. If I look at something with that perspective, the why is inconsequential because I already made up my mind before I asked for it, if I even asked for it.*

*We as humans are unbelievably quick to judge without first knowing the why. There are countless times in my life, both personal and professional, where I made a judgment about someone or something and later found out that if I had only had all the facts up front, I would have fervently supported their decision or action. We look at life through our lens and sometimes are not willing to take the time to remove our lens and see the bigger picture.*

*Why do we not ask for more information up front? Truthfully, that is the easy answer to resolving this issue and it's not so easy. Judgment is second nature. Asking questions takes time and if we have already judged the situation, we do not want to waste our time further with it. I commonly hear the phrase "You don't know what you don't know." This is so true. If you do not know all of the facts, then how can you know if the conclusion is right or wrong? It is not easy to ask the questions. It is not natural to us. What that means is we have to take the time and effort to practice asking questions regularly to build the habit.*

*Next time, you get that gut feeling of why did so and so do x, follow that thought process and ask the question why. When you want to ridicule someone for a choice they made, ask the question why. When you think someone did something extremely well, ask the question why. If you ask the question why, it will allow you to challenge assumptions and learn something. You will also help others learn and grow. The person may not have the answer and if that is the case, they will know they have questions to ask or will know that their decision was made based upon an assumption.*

*I particularly like this fundamental of The Pacesetter Way because it is so basic. Ask questions. Know the why. Know the reason. Know it for everything you do and know it for every action and decision you choose to support or not support. KNOW THE WHY!*



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