
WHAT THIS EXERCISE IS ABOUT

This is not a scripted role play. You will use a real situation from your own working life — a moment where your instinct was to jump in with the answer. The goal is to practise the first two steps of the STAR model:

Stop and **Think**.

STEP 1 — Your Scenario

10 min

Think of a recent moment where someone came to you with a problem, question, or decision — and your instinct was to immediately give them the answer.

Who was involved?

What did they bring to you, what did they say?

What was your immediate instinct?

What did you actually do or say?

STEP 2 — Pair Up

5 min

Find a partner you don't work with directly. Share just enough of your scenario for them to play the other person convincingly. Keep it brief — 2 minutes each.

Round 1 — The Old Way

Replay the scenario as it actually happened. Give the answer. Direct. Tell. Your partner responds naturally.

How did it feel to be the manager?

How did it feel to be the staff member?

Round 2 — The STAR Way

Replay the same scenario from the beginning. This time:

- **STOP — take a breath before you respond**
- **THINK — ask yourself: "What question could I ask that helps them think this through?"**
- Respond with a question, not an answer

What question did you choose?

What shifted in the conversation?



STEP 4 — Debrief in Pairs

10 min

Discuss these three questions together:

- What did it feel like to stop before responding?
- How did you find your question — what was your thinking process?
- What was different about the conversation the second time?

STEP 5 — Group Share-Back

You won't be asked to share the personal details of your scenario. You will be asked to share one insight about what you noticed in the Stop and Think process.

My one insight:

REMINDER CARD — KEEP THIS WITH YOU

The Old Habit	The STAR Way
Someone asks → I answer <i>I think: "What do I tell them?"</i> I solve their problem	Someone asks → I STOP <i>I think: "What do I ask them?"</i> They develop their capability

The question that changes everything:

"What question could I ask right now that would help them think this through themselves?"