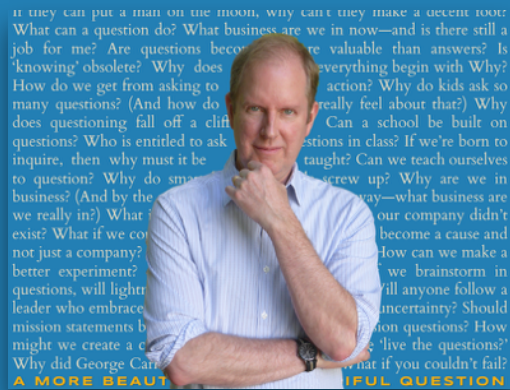


# Warren Berger • The Question Guy

Innovation expert, best-selling author, and business journalist Warren Berger shows how innovators and dynamic companies can harness the power of questioning to spark fresh thinking and breakthrough ideas.

EXPERTISE: Business growth/strategy/trends; Innovation; Change: Living with it; Change: Managing/Leading It; Training & development; Creativity; Entrepreneurial anecdotes; Problem-solving; Design thinking; Education reform; Educating children; Personal growth and happiness.



"The genesis of many great startups is the simple question, 'Wouldn't it be cool if...?' Warren Berger helps you understand the power of questions to change the world, offering a very useful framework in which innovation comes down to three questions: *Why? What if? How?*"

—GUY KAWASAKI,  
FORMER CHIEF EVANGELIST AT **APPLE**

"Warren Berger offers a cure for a disease in large enterprises. He provides a framework to help leaders ask the most important questions—which is one of the most fundamental characteristics of a great leader—while sharing inspiring stories to show the incredible power of this concept."

—JIM STENGEL, FORMER GLOBAL MARKETING  
OFFICER AT **PROCTER & GAMBLE**

"Questions have literally moved mountains, powered rockets, and instantly developed images. Berger focuses on what he calls 'Beautiful Questions'... that can lead to game-changing answers and results. These are questions that, once raised, tend to get people thinking in a different way."

—**THE ATLANTIC**

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## Warren Berger believes questions are more important than answers.

Warren Berger is the creator and editor of the website [AMoreBeautifulQuestion.com](http://AMoreBeautifulQuestion.com) and author of the book **A More Beautiful Question** (Bloomsbury, 2014)—both focusing on the power of inquiry to spark breakthrough ideas.

An expert on design thinking and innovation, Warren has studied hundreds of the world's leading innovators, red-hot start-ups, designers, and creative thinkers to analyze how they ask game-changing questions, solve problems, and create new possibilities.

Warren's previous book was the international bestseller **Glimmer: How Design Can Transform Business and Your Life** (Penguin; 2009), published in several editions worldwide. **Glimmer** was named by **Business Week** as one of

the "Best Innovation & Design Books of the Year."

Warren currently writes for **Fast Company** and **Harvard Business Review**, and was a longtime contributor at **Wired** magazine and **The New York Times**.

He has appeared on NBC's Today Show, ABC World News, CNN, and as an expert on NPR's All Things Considered. As a speaker, he has keynoted at the CUSP Conference, the Fuse Conference, the Design Thinkers Conference, and the International Women's Forum in Rome.

In the past year, Warren has done presentations and workshops at the following companies:

**Chanel • Oracle • MassMutual • Microsoft  
General Electric • Citicorp • Boeing • Red Bull  
MGM Resorts • PricewaterhouseCoopers.**

## SPEAKING TOPICS

### How 'Beautiful Questions' Lead to Game-Changing Innovation

In this presentation, Warren Berger shares inspiring stories that reveal how some of today's hottest startups and biggest product breakthroughs began with people asking bold, powerful, 'beautiful' questions. What can the rest of us learn from these surprising stories? Warren shares critical insights and lessons from these examples, and distills it all down to a set of practical tips and takeaways on the art of Innovative Questioning. This talk will provide the tools to enable any business leader, manager or entrepreneur to formulate the kinds of questions that can spark ideas, identify new opportunities, or help improve existing methods and processes.



#### Among the points covered:

- The "Why/What if/How" cycle of Innovative Questioning
- How to 'step back' and see your company/customers/industry with a fresh eye—so that you can question your own assumptions and habitual ways
- How to engage in "collaborative inquiry," so that teams (or the entire organization) can work together to ask beautiful questions that lead to breakthrough answers.

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### "Leading with Questions": How True Leaders Inquire as a Means to Inspire

What do today's most creative, successful business leaders have in common? According to research shared in this presentation, today's top leaders are invariably great questioners. By asking the right questions, they are able to help their organizations anticipate change and move in new directions. But it isn't easy for leaders to embrace questioning (traditionally, leaders have been expected to "have the answers"). In this presentation, geared specifically to those in leadership or mid-to-senior management roles, Warren talks about the evolution of the new "questioning leader" in these times of greater complexity and uncertainty. He shows how great leaders are able to find the best questions to ask—and how they can inspire those around them to question more and better.

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### Questioning as an Engine of Transformation

Is your organization on the cusp of a major transformation? Are you implementing a new initiative or trying to bring about organizational change—perhaps in response to sweeping changes in your industry? In this talk, Warren shows how an organization can help its people at all levels to become more agile and adaptable by arming them with better questioning skills and by encouraging a more open, curious mindset. Questioning is a fundamental tool for confronting change and engaging in continuous improvement—both on an organizational and an individual level. This talk can be adapted for specific transformation programs (such as Lean Management initiatives) or for more general situations in which an organization is trying to respond to profound new challenges. It can also be geared to leaders/managers—or presented as a rallying cry to the overall organization.

## WORKSHOPS / TRAINING

In addition to his speeches, Warren Berger has developed a number of workshops designed to help people at all levels of an organization to be better questioners. These highly-interactive, hands-on sessions range from one hour to half-day or full-day. The workshops can be combined with a keynote talk or done separately, for groups ranging from 8 to 120 participants.

### WORKSHOP TOPICS INCLUDE:

#### 1) “Why/What If/How:” Learning to Use a 3-stage System of Inquiry to Solve Problems and Innovate

Based on Warren’s original and unique approach to innovative questioning, as featured in his book and in Fast Company. An easy-to-learn system that can be applied immediately to any business challenge.

#### 2) Question-Storming Exercise

Developed based on Warren’s work with the esteemed Right Question Institute, this is a science-based, proven methodology for teaching people how to formulate questions, rapidly and effectively. It incorporates sophisticated cognitive learning techniques that enable participants to actually “think in questions”—providing a fresh way of seeing problems and developing creative solutions.

#### 3) Tapping Into the Power of “How Might We” Questions

As Warren learned in his work for Harvard Business Review, a number of innovative companies such as Google and IDEO have a secret weapon they use—asking “How Might We” questions, as a group or in teams, to tackle problems and innovate together. In this workshop, Warren shows participants why HMW questions are so powerful, and how to formulate and continually improve those questions, while working in small or large groups.

#### 4) Appreciative Inquiry Workshop

Drawing on the pioneering work of David Cooperrider (as featured in Warren’s book), this session teaches the fundamentals of positive, strengths-based questioning or “A.I.”—which has been embraced by a growing number of cutting-edge businesses. Participants will learn firsthand that how you ask questions—the tone, language, the way questions are framed—can be as important as what you ask. Exercises include: turning “confrontational questions” into the kind that spark creativity and engender collaboration.

#### 5) Leading with Questions

A workshop for executives, exec trainees, managers, group leaders, and entrepreneurs. Current research shows that the best leaders in today’s fast-changing business environment tend to be curious questioners. But how, exactly, can a leader use exploratory questioning to keep pace with change and stay ahead of competitors? How can a “questioning leader” still project confidence and expertise? And how does one inspire others, at all levels, to question more? This workshop draws on Warren’s acclaimed Harvard Business Review work on “Fostering a Culture of Inquiry.”



## WHAT PEOPLE ARE SAYING

### Client Testimonials



"Feedback regarding your presentation has been fantastic. Your speech connected perfectly with both the conference theme and an organizational opportunity. Folks are sharing your 7 takeaways across the business areas."

—TREY WHITAKER, MASSMUTUAL



"We invited Warren to speak to our Leadership Development Program because we have a core interest in how to innovate and the power of asking the right questions to spark the next big "thing" in our industry. Warren's talk was streamed to our membership across the country and we all agreed—the message was inspiring and full of great ideas that we can apply directly to our daily work. We now start our conversations with 'How MIGHT we'..."

—KATHERINE YURSKY, LEADERSHIP ENGAGEMENT TEAM LEAD, BOEING



"I saw Warren deliver a keynote at the FUSE Conference in Chicago and invited him to speak at one of GE's global design summits. His talk was fun and inspiring—challenging us to look at creativity and innovation in a fresh way."

—IVAN CAYABYAB, GLOBAL BRAND MANAGER, GE



"We brought Warren to Venice to speak to our top Pernod Ricard brand CEOs from around the world about creativity, design, innovation, and the art of asking great questions. His presentation was chock-full of inspirational moments and fresh ideas."

—PASCAL MINELLA, CREATIVE CONSULTANT, PERNOD RICARD



"Warren's talk really got my people fired up—it introduced us to a whole new way of thinking and problem-solving."

—KATHLEEN GRIFFITH, VICE PRESIDENT, SAATCHI & SAATCHI

### Media



Featured in **Inc. Magazine** March 2014

"When so much information is readily available to anyone online, the key to innovation is not gathering more data but rather asking more questions."



"What if companies had mission questions rather than mission statements? Berger describes the importance of generating a culture of learning. The result is potentially paradigm-shifting."



"A 'More Beautiful Question' demonstrates just how far an inquisitive mind can take you."



"Warren Berger looks at how innovative companies like Google, Netflix, and Airbnb foster cultures of inquiry, and why asking the right questions is essential for growth."

### The New York Times

"One closes the book newly conscious of the significance of smart questions."

### THE HUFFINGTON POST

"In a time of exponential change, questions are more valuable than answers. Berger urges us to address challenges by framing a series of actionable, "beautiful" questions--and provides practical tools for becoming a better questioner."