





Hope Life Skills students asking questions and adding successful people to their networks at the 2016 BIF Forum at the Trinity Theatre in Providence, RI

## *The Importance and Value of Questions*

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# GLOSSARY OF KEY TERMS:

## PERSPECTIVE INTERPRETATION, OPINION

*“This text is not fact, rather the view of one author; consequently, it should not be automatically accepted as ‘truth.’ Two time Pulitzer Prize winning historian and author, Barbara Tuchman, stated ‘there is no such thing as a neutral or purely objective historian....without an opinion, a historian would simply be a ticking clock....’ Your mission should be to determine the ‘truth.’ Your challenge will be to explain why anyone should believe you.”*

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## CREDIBILITY BELIEVABILITY

*“It’s not a given, we acquiesce too quickly. Be respectfully skeptical. Do your homework; check the record and the resume. Ask the question – ‘should I trust this person as a credible source for the truth?’ Make it a prerequisite before embracing the claims of anyone who professes to have the ‘answers.’”*



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*“Questions are places in your mind  
where answers fit.  
If you haven't asked the question,  
the answer has nowhere to go!  
It simply hits your mind and bounces off  
wasting whatever value the answer had.  
YOU HAVE TO ASK THE QUESTION!  
You have to WANT TO KNOW  
in order to open up the space in your mind  
for the answer to fit.”*

*“Having answers will ensure your success in school.  
Asking questions will ensure your success in life.”*

*“Computers are useless; they only give you answers.”*

*Pablo Picasso*

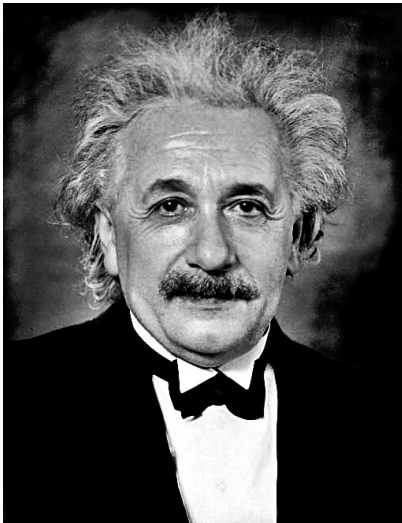
*“Judge a person by their questions  
rather than  
their answers.”*

# Questions vs Answers

*"The value of knowing a lot of stuff is diminishing."* In other words,

**today, memorizing facts is not as important  
as it used to be;**

it is so easy to find all types of information on the internet according to Harvard College education professor, Tony Wagner. *"Known answers are everywhere ...so accessible"*, so easy to find adds Harvard College innovation professor, Paul Bot-tino. *"We're drowning in all this data!....the real value is what you do with knowl-edge in the pursuit of inquiry"; i.e. the real value is in the question).*



1947 photo of Einstein

The diminishing value of memorizing infor-mation is never more evident than a comment made by one of history's acknowledged genius-es, Albert Einstein, world renowned physicist and Nobel Prize winning scientist.

At the end of an interview with the press, a re-porter asked Mr Einstein if he could have his phone number so he could call him if he had further questions.

*"Certainly"* replied Einstein. He then picked up a large, thousands of pages, phone book and looked up his phone number; Einstein then

wrote his phone number on a slip of paper and handed it to the reporter.

The astonished reporter said, *"You are considered to be the smartest man in the world and you can't remember your own phone number?"*

Einstein replied, *"Why should I memorize something when I know where to find it?"*

# History's Most Memorable Questions

*"Dr Livingston, I presume"* **Henry Stanley**

*"Where's the beef?"* **Clara Peller**

*"Ahhh, what's up, Doc"?* **Bugs Bunny**

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*"Do You Want The Truth?"* **Lieutenant Daniel Kaffee**

*"Who's On First"?* **Bud Abbott**

*"To be or not to be? that is the question!"* **Shakespeare**

*"Mirror, mirror, on the wall, who's the fairest of them all?"* **Snow White**



## Preface

**A**fter reading the quotes on the previous pages, I wouldn't be surprised if you said to yourself - *'questions are more important than answers???? Are you kidding???!!!! Answers, correct answers, are important not questions. At least this is what my teachers have been telling me since I started school. SATs. NECAPs. AP English finals. Exams.*

*If questions are  
more important than answers,  
why  
do I keep taking tests  
that evaluate my answers?*

Does this sound like something you'd say after reading *'questions are more important than answers'*?

Some very successful, smart people believe *'questions are more important than answers'* to be true. Respected journalist **Warren Burger**, comedian **George Carlin**, entrepreneurs **Reed Hastings**, founder of Netflix, **Mike Krieger** and **Kevin Systrom**, founders of Instagram, and millions of other successful people adamantly believe *'questions ARE more important than answers'*.

Think about airplanes, driverless cars, computers, Google, cure for cancer, and space travel. What happened first - the invention, the solution to the

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problem or someone asking questions about a way to cure the disease or how to get to Mars? A smart person always asked a question first!

**Before any discovery  
or invention  
or new way to do something,  
someone asked questions  
related to it.**

The question always precedes the answer.

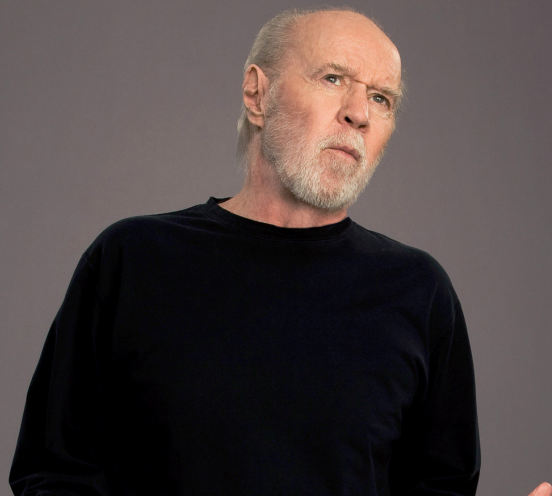
Think about this question - has an answer ever been given or a solution to a problem ever created that wasn't preceded by someone asking a question related to it?

**believe in yourself  
to ask  
the question  
you want to ask.**

Your questions are critically important to your development as a person. The best companies and organizations create environments which encourage their employees to ask questions because great companies believe this is how the company gets better. The confidence to ask questions, the attitude needed to ask them and the skills for constructing a good question is what this book is about. This book hopes to show you the way.

This book is an attempt to get you to

*"Why is a driveway called a driveway when you park in it and a parkway called a parkway when you drive on it?" – George Carlin*



## The Importance of Questions

**T**here are countless stories about things we now take for granted which only exist because someone asked a seemingly innocent question. Like the entertainment network, **Netflix**. Reed Hastings, the founder of **Netflix**, asked himself *“why do I have to pay late fees? after returning his movie late to the now forgotten movie rental company, Blockbuster. Hastings asked in frustration ‘Isn’t there a better way to rent movies without having to worry about late fees? What if a video rental club was more like a health club where I just pay a monthly fee?’*



As of April 2016, Netflix had over 81 million subscribers, including more than 46 million in the U.S. And, the company now produces its own movies like *“House of Cards”* as well as providing box office movies all for one monthly fee and no late charges. Netflix made \$122 million in 2015! And,

**it all started  
with  
Reed Hasting’s frustration  
paying late fees  
for Blockbuster movies  
and then**

**asking himself  
if there was a better way  
to rent movies.**

Let’s not forget, Instagram. **Instagram** founders **Mike Krieger** and **Kevin Systrom**, while working on an app at a different company, asked each other if they could create a mobile friendly photo app that could combine the best features of Hipstamatic and Facebook for posting photos in as few as three clicks. After months of testing, Instagram launched on Oct. 06, 2010. Systrom and Krieger didn’t know exactly what to expect. 25,000 users showed up on the first day. Instagram proved easier than Facebook’s mobile app. By 2012, Instagram had over 100 million users; by 2013, over 300 million. The data shows Instagram attracts a young generation; 90% of the 150 million users are under the age of 35. Among Instagram users, 24% use the app several times a day! Facebook bought Instagram in 2012 paying Krieger and Systrom \$1 billion in cash and Facebook stock.



In 2013, Instagram grew by 23%; Facebook only grew by 3%. And,

**it all started with  
Founders Krieger  
and Systrom's question -  
is there a better way  
to post photos on line**

than Facebook and Hipstamatic's options?

And finally, **Joe Gebbia** and **Brian Chesky** were unemployed in 2007 and had little to no money in their bank accounts. But, they did have a nice apartment in the city of San Francisco, California. So, when they heard attendees to an Industrial Design Convention in San Francisco were having difficulties getting a room in one of the city's overbooked hotels, they asked this question -

***“why don't we rent space  
in our apartment  
to people  
coming to the conference  
who can't find  
a hotel room  
in one of the city's hotels?”***

After a successful first experience when they rented their living room with air mattresses to three conference guests and provided homemade breakfast, they asked a few more questions - *“What if we offer more*



*than a place for visitors to crash in our place for a night or two? What if we make a business out of this? What if we build a web site to promote it? And, what if we create this same experience in every big city?”* Within a couple of years, Gebbia and Chesky launched a web site, **Airbnb.com**. Today, Airbnb has over 1,500,000 listings in 34,000 cities in 191 countries and millions of dollars from investors looking to own part of the company.

As important as 'questions' are to entrepreneurs and leaders of companies, questions are critical to solving social issues too. From the early periods of baseball in the 1880s until 1943, **Major League Baseball** team owners abided by an 'unwritten rule' prohibiting African Americans from playing on any major league team. While there was no official rule, there was the unwritten rule which no team owner dared to challenge. Baseball was a representation of America at that time with a perspective on race essentially as it had been since America's founding, i.e. separate and unequal. But following



Jackie Robinson (left) and Branch Rickey

World War II, racist stereotypes were increasingly challenged. Millions of white Americans started to question racist ideology as many African Americans were returning from World War 2 after fighting for and defending the country and American athletes like heavyweight boxing champion, Joe Louis, and Olympic track gold medalist, Jesse Owens, made all Americans proud defeating Nazi Germany and its racist leader, Adolf Hitler's, purported 'super' Aryan athletes. When major league baseball owners were saying 'no Negroes' in the 1940's,

**one veteran baseball executive  
had the courage  
to ask  
'why not.'**

**Wesley Branch Rickey**, Brooklyn Dodgers President and General Manager, decided to challenge baseball's unwritten racist rule. On August 28, 1945, Rickey signed **Jack Roosevelt "Jackie" Robinson** to a minor league contract thus breaking baseball's unwritten color ban. After a season in the minor leagues, Jackie Robinson joined the major leagues playing first base for the Brooklyn Dodgers on the Opening Day of the 1947 season, April 15. Jackie Robinson had an immediate impact on the Dodgers elevating them to one of the best teams in Major League Baseball. The Dodgers, with Robinson, played in six World Series and won the 1955 World Series championship. Robinson was the recipient of baseball's first Rookie of the





Jackie Robinson steals home against Braves pitcher Bill Voiselle and catcher Bill Salkeld on Aug. 22, 1948 at Ebbets Field, in Brooklyn, New York City, New York



Derek Jeter (center) and his Yankee teammates commemorate the life of Jackie Robinson on MLB's Jackie Robinson Day. Every player wears the number 42 on this special day in baseball.

in Year Award in 1947, was an All-Star for six consecutive years from 1949 through 1954, and won the National League Most Valuable Player Award in 1949. As importantly, Robinson's arrival in Brooklyn soon opened the door of opportunity for other African Americans like **Don Newcomb, Larry Doby, Willie Mays, Junior Gilliam** and **Roy Campanella**. In 1997, Major League Baseball decided to make Jackie Robinson's uniform number,

**42**, officially retired, to commemorate Robinson's contributions to baseball and mankind. Baseball owners decided no Major League Baseball team would ever be able to issue 'number 42' to any of its players. '**42**' would be reserved for the memory and honor of **Jack Roosevelt "Jackie" Robinson** in perpetuity by all major league teams. Robinson became the first and only pro athlete in any sport to be so honored. Major League Baseball also initiated another honorary tradition, "*Jackie Robinson Day*", for the first time on April 15, 2004, on which every player on every team wears No. 42.

**All of this  
after  
Branch Rickey had  
the courage to ask  
'why not?'  
and  
"Jackie" Robinson  
the courage to ask  
'why not me?'**



Martin Luther King, Jr. and Jackie Robinson were change agents. Both men believed in non-violent actions to bring change to America to ensure equal rights for all men and women regardless of a person's race, ethnicity, religion or gender.



So,

**if questions are so  
important  
to success,  
how do we  
encourage people  
to ask them?**

There have been progressive thinkers  
since the

**ancient Greek,  
the ‘Question King’,  
Socrates,**

who have understood the value of  
‘questions’. Harvard professor and  
business consultant, **Clayton Chris-  
tensen**, has raised many questions

writing about “*disruptive innovation*”  
in the 21st century and how disruption  
by technology and other global  
changes is threatening the purpose  
and very existence of companies, or-  
ganizations and schools. One of  
Christensen’s recommendations for  
dealing with “*disruptive innovation*”  
is asking questions! Unfortunately,  
‘asking questions’ doesn’t happen au-

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tomatically despite the fact people are naturally curious. Research indicates people seemingly ask fewer and fewer questions the older they get. Harvard child psychologist **Paul Harris** states a 'child asks about 40,000 questions between the ages of 2 and 5'. After 5 years old, children ask fewer questions! Why? Author and journalist **Dev Patnaik** claims building a culture where children feel comfortable and confident to ask questions is hard.

***"Most companies  
aren't built  
for questioning"***

**Warren Berger**, in his book *A More*

*Beautiful Question: The Power of Inquiry to Spark Breakthrough Ideas*, adds "most businesses have a formal hierarchy and a chain of command, like the military, that doesn't leave much room for questioning accepted practices and procedures". Harvard professor **Tony Wagner** purports "there's too much pressure in most businesses and schools on short term results and short term profits. This short term pressure tends to drive questioning out of the equation". **Berger** suggests "while key questions vary depending on the individual business, a good place to start is asking at the most fundamental level - with questions of purpose."

**Keith Yamashita**, a consultant to





some of the world's top organizations, challenges his clients to identify their purpose. Yamashita pushes companies, organizations, churches and schools to think beyond the obvious. Warren Burger offers an example, a furniture company. *"It not just selling furniture. The purpose might be enabling customers to express their creativity through home furnishing"* writes Berger. To understand a company or organization's purpose, companies and organizations need to

**ask**  
***"what people***  
***desire and need***  
***from them***  
***TODAY!"***

The 21st century world is constantly changing. To stay successful, companies and organizations must constantly question the relevance of the services and products they offer to their customers. They need to ask *"is this what our customers either want*



*or need? And, do we have the data to support this belief?"* Consultant **Yamashita**, while advising big corporations like **Coca Cola** and **IBM**, encourages these companies to continually question '**what**' they're doing and '**how**' they're doing it. And, they need to accept '**change**', to continually innovate and adapt, in order to offer products and services which have relevance, that is, what people want. *"They should ask themselves*

**'what is the value**  
***our customers see***  
***in the products***  
***we sell?"***

And, if our schools are charged with introducing and developing skills students need for lifetime success, encouraging questions and developing questioning skills should be a priority. Company leaders and teachers must encourage and

**foster**  
**an inquisitive environment**  
**where everyone**  
**is encouraged**  
**to ask!**

Leaders must continually reinforce the importance of questions to their organizations. Company leaders, employees and students need to be encouraged to push out of their comfort zones. At the same time, when someone has the courage to ask a question,

their inquiry must be commended regardless of its quality. Criticism only discourages others from expressing their questions. The quality of questions, while very important, is something to be addressed over time with questioning skill development. In the meantime,

**company leaders  
must convince  
employees  
their questions are important  
to the success of the company.**

The best companies need and ex-

pect questions from their work force. **Panera Bread CEO Ron Shaich** asked his staff at one meeting “*what does the world need most that we are uniquely able to provide?*” The International Business Machines Corporation, commonly referred to as **IBM**, once hosted an online ‘question session’ under former **CEO Sam Palmisano** asking the 80,000 participants ‘*what they most value*’? Their answers helped create a statement about IBM’s values. **Google**, the American multinational technology company specializing in Internet-related services and products, has a regularly scheduled event where employees are invited to submit questions to the company’s



Eric Schmidt, CEO and Chairman of Google (far left) with Founders Sergey Brin (center) and Larry Page

founders and top executives, **Larry Page** and **Sergey Brin**. Employees choose questions to be answered 'on the spot' by Page and Brin during a corporate meeting.

***"It's very fulfilling  
to sit in these sessions  
and  
know  
anybody  
can ask any question  
and  
nothing  
is off limits"***

says **Charles Warren**, former Google engineer, in an interview with author Warren Berger.



## **Some of the best questions come from unexpected sources**

and often prove to lead to successful innovation and advancements within the company. Case in point, the Polaroid corporation. In the first half of the 20th century, **Polaroid**, the instant camera company, and its **Founder Edwin Land** had brands comparable to **Apple** and **Apple Founder Steve Jobs** in the early 21st century, that is, a cutting edge, technology company with a genius Founder producing some of the 'coolest' and most interesting products in the world.



Apple Founder, **Steve Jobs**, holding the iPhone, responds to audience questions during one of his entertaining 'question and answer' (Q & A) sessions.

Polaroid's first popular product was polarized sunglasses! But its coolest and most successful product was the Polaroid instant photo. Simply aim the Polaroid camera, take the picture



# LIFE

## A GENIUS AND HIS MAGIC CAMERA

Dr. Edwin Land of Polaroid  
demonstrates his  
new invention

OCTOBER 27 • 1972 • 50c

The cover of the popular American magazine, *Life*, from 1972 highlighting an article appearing in this issue on Polaroid founder, Edwin Land and his Polaroid Instamatic camera.

and, within seconds, a full color photograph on paper came out of the bottom of the camera. Polaroid instant photographs came about from a few

**questions from  
an unsuspecting source,  
Founder Edwin Land's  
young daughter,  
Jennifer,**

in 1943. Think back to 1943. There were no digital cameras nor iPhones to take instant pictures. Cameras took pictures on film stored inside the camera. The film had to be taken out of the camera and brought to a photography lab with a darkroom to print the photo on special paper. That was until Jennifer Land's question to her father after he took her picture on the typical camera of the day. *"Why can't I see the picture now, Dad? Why do I have to wait?"* Author Warren Berger writes about Edwin Land's reaction to Jennifer's profound question in his book *"A More Beautiful Question"*. *"In a speech years later, Land shared his reaction to his daughter's question. He said 'I thought why not? Why not design a camera that can be developed into a picture right away? What if I could somehow have a darkroom inside the camera?'"* Land did and, in the process, created one of the world's best brands and most successful companies of the 1970s, 1980s and 1990s, Polaroid.

**So what can be done  
now**

to encourage all people, from business owners, managers, entrepreneurs and teachers and their employees, staff and students in our schools to be aware of the importance and

**benefits of  
asking questions?**

It starts with the environment where you live, work and learn! The mission needs to be for everyone to acknowledge and promote the merit of every question. According to **Paul Sloane**, the author of *"The Leaders' Guide to Lateral Thinking"* and *"The Innovative Leader"*, organizations must help their members, their employees or their students eliminate the normal fear and trepidation from asking questions. *"Some people are afraid that asking questions could make them look weak, ignorant or unsure."* There is a real fear most people feel when they ask a question that they will be perceived as 'stupid'. So, people often choose the alternative, i.e. silence rather the risking potential embarrassment of looking 'dumb'. Business leaders and teachers must

**convince their employees  
and  
students  
every question  
has merit**

**and  
will ALWAYS  
be appreciated  
for what it is,  
i.e. an attempt to  
get information**

that matters to you!

**Here's what Google does.** They realize questions from their staff are critical to their corporate success. Consequently, **Eric Schmidt**, the CEO and Chairman of Google, informs and reminds all job candidates and employees that

***“we run Google  
on questions,  
not answers.”***

Schmidt continually reminds people



if you keep asking questions you keep finding better answers. Arguably as important is the assurance employees get from their leaders that their questions always have merit and are expected. **Nicola Watts** writes, in **Oglivydo.com**, *“asking questions is the simplest and most effective way of learning. Not asking enough questions has a direct impact on the quality of choices we make.”* And the author occupying this space adds

***“asking questions  
is the  
single most important habit  
for becoming  
the person we want to be!”***





But even after assurances from leaders about the importance of questions, the reality is

**‘asking questions’  
for most of us  
often comes down to  
finding courage  
to push out of  
our comfort zone  
to overcome the fear  
of asking.**

**Paul Bennett** is the longtime creative director at the famous innovation company, IDEO, which designed the mouse for the earliest Apple computers. Bennett explains *“I have positioned myself as an idiot at IDEO! It’s not a negative, it’s a positive. Being comfortable with not knowing is the first part of being able to question”*. Warren Berger states

***“IDEO recognizes  
it is important  
to create an environment  
where it’s safe  
to ask ‘STUPID’ questions”***

**Making fun of  
someone’s question  
says more about  
the critic’s qualities  
than the courage, intelligence  
and other admirable qualities  
of the questioner.**

Good companies and organizations understand they need a culture of trust. They recognize when you ask questions, you are vulnerable. Paul Bennett claims IDEO works hard to build their culture of trust. *“We encourage our employees to support each other and to build upon each other’s questions”*. Many successful technology companies in America’s ‘idea center’ of Silicon Valley, California, like IDEO, go out of their way to encourage ‘naive’ questions because they know ‘naive’, or what some people call ‘stupid’ questions, can lead to new, creative ideas and successful new products. All of us, sooner or later, must confront the simple fact that if we wish to learn new things, maximize our talents, and meet new people for a diverse network, measurable risks must be taken. The biggest risk for some people is asking questions. It’s

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Because we know how.

not easy. You will have anxiety and an occasional question you'd like to have back. But, like most life experiences, with each question, you learn valuable lessons so that the next question will usually be better than the one preceding it.

Once we confront our fear and push out of our comfort zone to ask questions we wish to ask, the next issue is

### **‘how can we improve our questioning skills?**

**Dan Rothstein** is the head of the “*Right Question Institute*”, an organization which encourages the teaching of questioning skills. “*Questioning is a skill, like reading and writing. Unfortunately, we’re doing a much*

*better job teaching reading and writing than questioning*”. Consequently, Rothstein’s mission has been to teach better questioning skills. **Michael Roderick**, a Broadway producer and founder of **ConnectorCon** and Small Pond, has established a consultancy to help people build better careers and lives by asking better questions. Here are Michael Roderick’s and Stephen Cronin’s tips for better questions in a group setting like a classroom or press conference:

- **Stand when asking your question.** This recommendation applies when asking questions in a large group like a press conference or during a class or presentation. **Standing up** is an immediate expression of respect and will positively help you with the person you’re posing the question to.

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President Reagan responding to journalist Helen Thomas at a press conference in the East Room of the White House in October of 1981. Ms Thomas respectfully stood to ask her question when recognized by President Reagan.



- **Don't be afraid someone will think your question is dumb.** Research shows that most of us are too critical of ourselves and that often times our 'dumb' question is exactly what someone else would like to ask. Remember what Paul Bennett from IDEO says about asking 'stupid' questions. Legendary business thinker, author, public speaker, and branding expert, Seth Godin writes, in response to someone's question about how to ensure we ask good questions, *"I'm not sure I have a useful answer for you!"*
- **Be specific** in your question. The person you're asking should quickly know what you're looking for. Avoid questions like, *"Can I ask you a question?"* If you've been recognized by the teacher or presenter, they expect your question. For example, *"How can someone find a highly accurate list of email addresses? Do you have any ideas?"*
- **Don't interrupt.** Listen to the full answer to your question. This shows respect and gives you a better chance of getting the answer to your question. A non-interrupting gesture will help you re-connect with the person later. Be com-
- **Ask 'advice' questions** – Instead of making a statement and hoping the responder will comment on an opinion like *"I think this is a fantastic production"*, be direct with your opinion then ask your question; for example - *"I think your*

*product is really promising – I'd love to know how you got the idea for it?"* People feel good when their opinion is valued.



fortable with silence too. Give the person you're asking the time to think about your question.

- **Pose questions that can not be answered by a simple “yes” or “no”.** Unlike simple yes-or-no questions, open-ended questions invite the respondent to talk and, in the process, enable you to gather more information. “*What do you like best about this company?*” is likely to generate more valuable information than “*Do you like this company?*”
- **Questions that start with “who,” “what,” “where,” “when,” “how,” or “why”** are good open ended questions. Remember, if you're seeking advice or explanations, open-ended questions are usually the best. Then listen, really listen, to what the speaker is telling you. Listening can sometimes be hard because we can become too focused on our questions.

Journalist **Warren Berger** contends open ended

**questions that start with  
“why?”  
are most effective.**

But Berger adds “*a questioner can follow up ‘why’ with ‘what if’*”. For instance, asking “*why did you think this was a good solution to the problem*” may be followed up by “*what if you*

*tried to solve this problem this alternative (your suggestion) way?*”

- **Create ‘neutral’ questions.** Neutral questions avoid making statements about your opinion or passing judgement. For example, when a mother confronts a child who had just done something wrong, she might ask “*what on earth were you thinking?*” It is clear this mother is upset and her question is more a statement of her displeasure than trying to determine why her child acted the way he or she did. However, if the mother asks “*why did you do that?*”, the perception is she is genuinely curious rather than angry or judgemental. According to some experts, neutral questions create a sincere relationship between the person asking the question and the recipient of the question with the objective of the question is not to pass judgement nor to intimidate the person being asked the question.
- **Notice how the person you're questioning reacts to your question. See if the respondent appears to have any difficulty understanding your question.** If so, respectfully try again with different words. For example, “*I’m sorry for not being clearer. What if.....*” Rephrasing can help.
- Finally, occasionally use **your peripheral vision to observe how others in the audience are react-**

**ing to your question.** This may give you feedback on how your brand is being perceived during the question and answer session.

### **Questions during a job interview are very important.**

Just make sure you ask the person interviewing you when the best time is to ask your questions. Good employers expect questions from the best job candidates. As a result,

### **do your research beforehand.**

Check the company web site and **Wikipedia** or **Google** information on the company's founder, leaders and products. Read the job description and requirements carefully. Browse the web site to see how the organization presents itself. Search for news items and comments about the company on news sites and blogs.

Make sure you are dressed appropriately for the interview.

### **Make sure your social media sites and email address represents you**

in way that will encourage the company you're interviewing with to hire

you. As you walk into the room for the interview, greet the interviewer with a handshake, smile, eye contact and something like *"hi Ms Johnson; it's a pleasure meeting you..."*



Here are some questions for you to consider at the appropriate time during the interview:

- *"What exactly would my day-to-day responsibilities be?"* Ask



this question if you have any doubt or need clarification with any responsibility listed in the job description. If the interviewer cannot give a clear answer, try a polite follow up question like *"I'm sorry; could you give me some more information on the daily expectations for this job?"* After getting the clarification, say *"thank you"*.

- ***"What are the most important skills and attitude for this job and working in this company?"***

The job posting may list the job responsibilities but you may ask about other skills related to the job and any attitude the interviewer prefers in all employees. For instance, if you are applying for a computer programming position, you may ask if there are other skills beyond the obvious coding skills. How important is a person's ability to collaborate with others? What about creativity skills and being able to innovate and solve problems? And, what about the ability and commitment to have a team attitude?

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- ***"What are the opportunities for training and career advancement?"*** This questions helps you understand future opportunities at the company and the skills you need to advance. This question also shows you're ambitious and thinking ahead.
- ***"What is the biggest challenge facing your organization today?"***



This question shows you're a person always thinking about the well being and long term success of the company. This question may separate you from other candidates who only think about the job they're applying for. The key to this question is getting the interviewer to share their perspective so listen carefully.

- ***"When did you (the interviewer) join the company?"*** This type of question may encourage the interviewer to tell you about his or her experience at the company and may provide valuable information about the company culture. Company cultures are important. They often tell you how the company treats their employees.
- ***"How do you feel that I measure up to your requirements for this position?"*** Save this question for the end. You may preface this question by saying *"I'm always trying to improve my performance in everything I do, so if you have any constructive criticism, I would really appreciate it."* This type of question shows you're comfortable with constructive criticism and looking to improve. Most successful people will appreciate this question. There are, however, some odd ducks out there so never be surprised and don't be discouraged by the occasional refusal to give you the feedback.



Once the interview is over, say *‘thank you for your time’* and offer a final professional handshake. If the interview-



er hasn't told you when he or she will make a candidate decision, you may ask something like *“when do you think I will hear about your decision about the job?”* Don't forget to ask for the interviewer's business card and give him or her your card. And, finally, it always helps to follow up with a handwritten note thanking the interviewer again for the opportunity to apply and their consideration. I have heard numerous stories about candidates not initially chosen for the job but later called back with a job offer because something did not work out with the company's first choice.

As you go forth in your

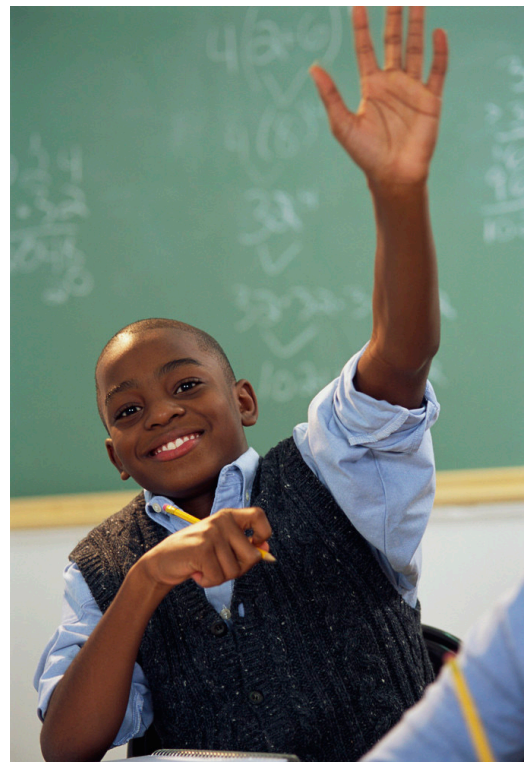
**quest to maximize  
your talents  
and opportunities,  
please remember  
asking good questions  
is critical**

to your development. And, good questions take practice.

**The more you ask,  
the better your questions  
will become.**

Yes, you will often be nervous; most people are nervous when asking a question in a class filled with students or during a presentation. Remember that if you want good answers, they come from asking good questions.

The next few pages will present a case study for you to evaluate and then ask you to follow up with an expert or primary source to ask for their perspective about this event. *Questions are more important than answers!*





**One more thing about questions.** In the preceding pages, we spoke about asking questions to people.

**In the 21st century,**

it is arguably as important, maybe even more important in some situations, to have an ability to

**ask  
questions  
to  
artificial intelligence  
systems**

for answers to both personal and business needs.

To start, let's define 'artificial intelli-

gence' or 'AI'. "*Artificial Intelligence is a field of computer science that deals with writing computer programs or 'code' that solve problems creatively.*"

For a **personal** interest, you might ask your AI home device,

*"Alexa,  
please give me a definition of  
artificial intelligence."*

Or, "*which store has the best pizza in Charlotte, North Carolina?*"

For **businesses**, an increasing number of companies are relying on their staffs to have effective relationships with their artificial intelligent systems.

**For example**, many



Amazon Echo (shortened and referred to as Echo) is a brand of smart speakers developed by Amazon.com. The devices connect to the voice-controlled intelligent personal assistant system, **Alexa**, which responds to the name "**Alexa**". Apple has a similar device and artificial intelligent system referred to as **Siri**. These devices are capable of voice interaction, music playback, making personal to-do lists, setting security alarms in your home or business, streaming podcasts, playing audiobooks, ordering pizza, and providing business, weather, traffic and other real-time information.

companies have connected  
their AI systems  
to  
customer data bases  
which have information  
about  
YOU.

From this data base,  
companies make **inferences**  
about YOU

- how old you are, how much education you have, how much money you earn, what kind of clothes you like, and the kinds of food you eat. Then,

Companies collect, buy and ware-

AI software will recommend

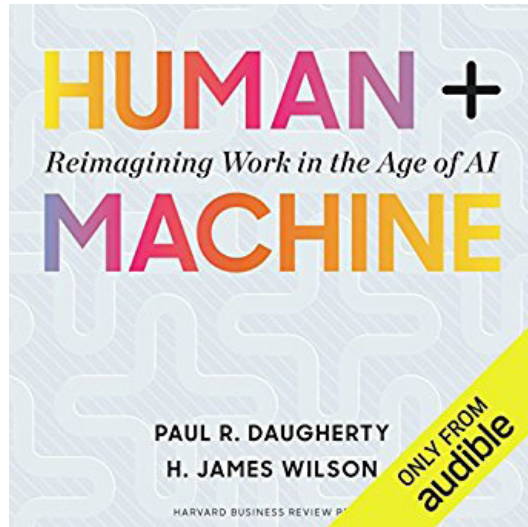


Photo of a collaborative company meeting.

Employees collaborate to determine the questions to ask their AI software about a company marketing campaign: i.e. what products to promote, how much of a sales discount to offer, the type of customers most interested in these product(s), and the most effective advertising channels to use (Instagram, Facebook, YouTube, television, email, radio, mobile, etc). For these meetings to be effective and, the marketing campaigns they create, employees need to feel comfortable asking questions, listening intently to all comments and then come together to create and share their innovative ideas. Supervisors or teachers running collaborative meetings or classes always focus on best ways to eliminate intimidation and fear so their teams and/or students feel comfortable and confident participating.

house lots of data about each one of us. Where we live. What we purchase. Who our friends are. If we're in school; where we attend. The stores we visit. The music we listen to. The foods we eat.

the most effective **medium** (e.g. social media, television, mobile, print, billboard, etc) to send their advertising to you **and then determine the most effective promotion, like a discount, to incent you to buy what AI has determined you like.**



The collaboration between humans and machines extends beyond retail. **Paul Dougherty**, Chief Technology Officer of the global consulting company Accenture, cites numerous examples in his 2018 book "*Human + Machine: Reimagining Work in the Age of AI*". *"In the corner of the BMW assembly plant in Dingolfing, Germany, a worker and a robot are collaborating to build a transmission.... we are now on the cusp of a major trans-*

*formation in business.*

*AI systems  
are enabling  
people and machines  
to work collaboratively  
in new ways.*

*As a result, companies are changing the nature of work, requiring them to manage operations and employees in dramatically different ways....AI systems are being integrated and used across all departments, from sales and marketing to customer service and research and development (R&D)".*

It is a fact that jobs are being eliminated through AI. It is also a fact that

**new jobs are being created.**

AI enables machines to focus on what they do best, i.e. repetitive tasks like collecting, transporting, organizing, and analyzing data to rapidly identify trends, patterns and, as a result, make predictions or recommendations based on its analysis. AI, at the same time, enables humans to focus on what they do best, i.e. spending more time with clients, exhibiting leadership, imagining and using their creativity for new ideas, new products, new procedures. This is why the collaboration between machines and humans is so important to corporate success. This collaboration maximizes the capabilities of both machines and humans.

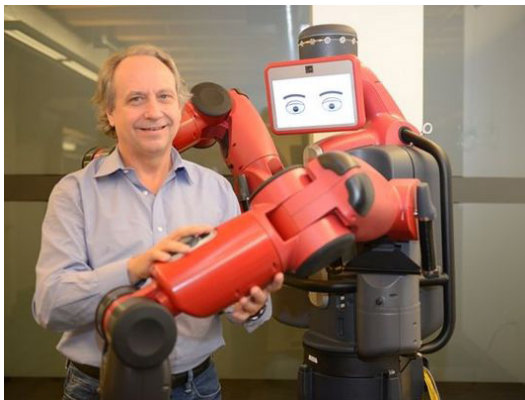


photo of Rodney Brooks, founder of Rethink Robotics, and one of his new generation factory robots which is opening opportunities for manufacturers and workers. Brooks's robots take over the heavy lifting jobs formerly done by humans and humans move on to managing, scheduling, and programming the robots.

One

**valuable skill  
for  
21st century jobs  
is  
*"knowing how to  
ask questions of AI"***

according to CTO Daugherty. Daugherty shares the story of the manager of retail stores. This manager asks AI to analyze the data base of his stores to find the best sale prices for a number of store items from **Advil** to soda. *"If I raise the price of Advil, what happens to Tylenol sales?" Or, "tell me which store items will show the biggest decrease in sales if I raise all prices by 10%?" And, "tell me the products I can increase pricing by 10% and still increase total store revenue?"*

**The better  
the question,  
the better the advice  
AI can provide.**

AI is providing companies with ideas to get better in ways no one previously thought possible.

To optimize AI's potential, employees need to fundamentally understand how AI works. Next, the company needs people who can

**collaborate**



among themselves and with machines.

Companies can teach these skills but they need to find employees who are

**able  
and  
want  
to learn.**

People who are naturally curious, who are committed to improving their skills can be successful in companies using the resources of AI. According to Daugherty, *"the problem is not robots are replacing human jobs; the real problem is workers are not prepared with the right skills for the new, 21st century jobs which are evolving very fast because of new technologies like AI"*.

By 2020, a person's

**willingness to learn,  
especially about **AI**,  
with an ability  
to ask good questions,  
will be in demand.**



# *Case Study*

*The following story profiles an interesting chapter in American and Cuban history. Most of us probably don't realize how intertwined the histories of both countries are. Most importantly for the Life Skills class, this story provides you, the student, with perfect fodder for your probing, intriguing, thought provoking, insightful questions.*



# American - Cuban Relations

The story below represents one observer's perspective on the Cuban-United States relationship for the past 100+ years. This story is someone's opinion formed by their observations of Cuba's history during this time period. I encourage you to scrutinize all information you encounter on the internet, television, magazines and newspapers and from me, your teacher. You ultimately must determine what is indisputable fact and what is the opinion or perspective of the person disseminating the information you read, hear or watch. As a result, please review the information below about the Cuban - United States relationship over the past 100 years. Then, you'll be asked to create a question about the Cuban - American relationship.

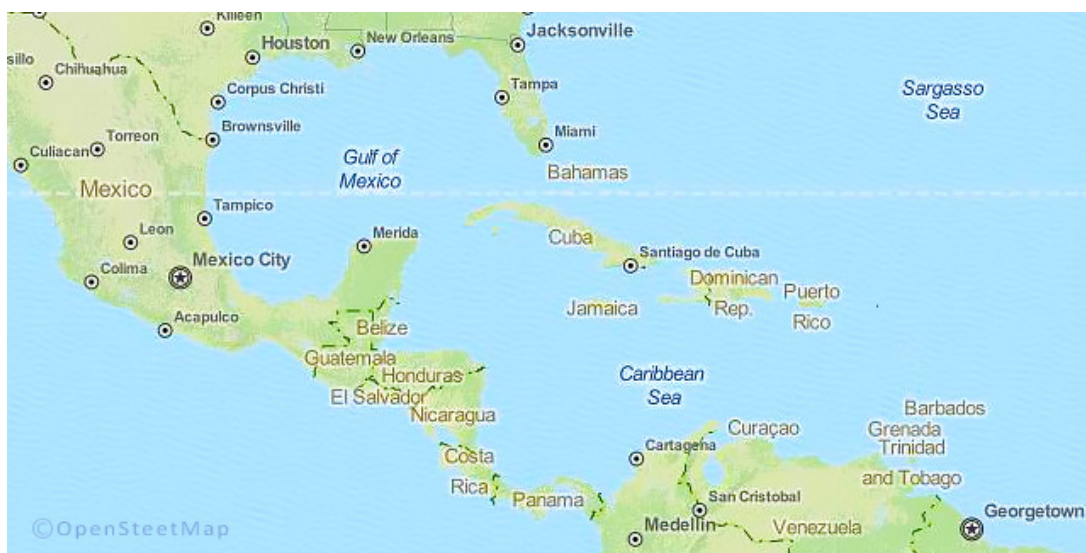
**C**uba, officially called the Republic of Cuba, is an independent, island nation located only 90 miles south of the American state of Florida. Just as England once colonized and governed America in the 1600 and 1700s, the European country of Spain once colonized and governed Cuba in the 1400s.

Cuba remained a colony of Spain until the Spanish American War in 1898. With America's victory in this nasty, little war, Cuba became an independent country although closely influenced by the United States of America just 90 miles away.

In the early 1950s, Senor **Fulgencio Batista** took control of the Cuban government using military force. Batista made deals with rich Cuban sugar plantations owners and other Cuban business leaders to gain their support and solidify his power. Batista ran a corrupt government that favored the rich and wealthy at the expense of poor farmers and workers. During Batista regime, there were seemingly two distinct groups of people, rich and connected to the Batista government and the poor people living on farms and rural areas of the island.

To further solidify his power, Batista made deals with organized crime fam-

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ilies in America to run casino operations on the island of Cuba. American criminals also ran the illegal drug trade on the island. Batista and his cronies benefited from special business deals with American and other foreign companies, especially the American mafia who controlled the drug and gambling businesses in Havana, the capital city of the country. Throughout this period, the United States government gave financial, military and other support to the Batista government.

Eventually, some Americans began to criticize the friendly yet corrupt American relationship with Batista. At a political dinner in Cincinnati, Ohio, then Massachusetts **Senator John F. Kennedy**, on October 6, 1960, the future American President de-

scribed America's unscrupulous relationship with Batista's Cuba. "*At the beginning of*

***1959, United States companies owned about***

***40% of Cuban sugar lands—almost all cattle ranches—***

***90 percent of the mines and mineral concessions—***

***80% of the utilities—***

*practically all the oil industry—and supplied two-thirds of Cuba's imports...."* Criticism of Batista escalated leading to a series of demonstrations and riots. Batista's typical reaction was violent - murder, torture and censorship - to intimidate the protesters and their resistance to his government. Many Cubans were executed,



Batista (left front) with U.S. Army Chief of staff Malin Craig (center) in Washington, D.C., riding in an Armistice Day parade, 1938



1959 poster promoting then Massachusetts Senator John F Kennedy for President in the 1960 American Presidential Election

imprisoned or just disappeared.

In response to Batista's violence against the Cuban people, a Cuban born revolutionary leader emerged named **Fidel Castro**. On November 25, 1956, after spending time in the United States and Mexico soliciting support and raising money, Fidel Castro sailed from Mexico's east coast to Cuba with 81 armed supporters intent on ending Batista's rule. The United States, no longer able to justify support for dictator Batista, found it difficult to support Castro because of his socialist and communist beliefs and his alliance with America's mortal en-

emy of that time, the Union of the Soviet Socialist Republic, also known as the Soviet Union and to some, simply, Russia. As a result, America made a deal with one of Batista's generals to arrest Batista and negotiate a settlement with Castro. When Batista was tipped off by an informer of the American plan and his general's treason, he fled from Cuba to the Dominican Republic before eventually settling in Portugal with \$300 million dollars.

On January 2nd, 1959, rebel forces led by **Fidel Castro**, his brother **Raul** and an Argentinian associate, **Che Gueverra**, entered Havana and Fidel Castro proclaimed himself the new President of Cuba and set up his offices and residence in the penthouse of the Havana Hilton Hotel. President Castro soon began arresting his enemies and executed hundreds of them. All private property and businesses were confiscated by the Castro government and a socialist government of no private property and government control of all businesses became the new order for Cuba. Castro's Cuba also became an ally of Russia and given millions of dollars in financial and military support.



Argentine revolutionary Ernesto "Che" Guevara (left) and Fidel Castro. Guevara joined Castro's revolutionaries against the Batista government.

For the next several decades, the United States of

**America initiated  
a series of punitive actions to  
make life in Cuba  
difficult.**

America's goal was to create so much frustration among the Cuban people, Cubans would rebel and overthrow the Castro government. President Dwight D. Eisenhower planned and President John F. Kennedy eventually

**supported a  
1961  
military invasion  
by 1,300 anti-Castro**

rebels. Kennedy and American Presidents who followed supported an embargo of all trade between the United States and its allies with Cuba. The Cuban embargo was first imposed by the United States on October 19, 1960. Since then, the U.S. has placed an embargo on all exports of American made goods from American factories and farms. America has also tried to influence its allies to do the same except for essential food and medicine. The United States has deployed other methods to end Castro's communist government in Cuba.

Cuba, with its main ally and benefactor, the Soviet Union, responded in

like fashion in 1962. Soviet ballistic missiles were soon deployed on the island of Cuba, with Castro's consent. This action sent an immediate message to President Kennedy, *'don't mess with Cuba!'* The world immediately was thrust to the brink of nuclear war between the world's two most powerful countries at the time, the United States and the Union of the Soviet Socialist Republics, also called Russia or simply the Soviet Union. This episode became known as



Soviet missile, similar to the kind deployed in Cuba by the Russians in 1962, on display during a Soviet parade in Moscow.

**the Cuban Missile Crisis.**

As many of President's Kennedy's military advisors recommended an American retaliatory missile launch at Cuba followed by an invasion of the island by American Marines, Castro and Russian soldiers in Cuba considered launching their missiles at significant American locations. The world's future, in 1962, hung in the balance as







FINAL ★★ 5c

WEATHER: Sunny and mild. High near 80.

New York Mirror

Vol. 37, No. 450

FRIDAY, NOVEMBER 15, 1962

CO



## Inside Story of Buildup:

# 340,000 GIs Were Set To Invade Cuba

STORY ON PAGE 2

## *In the Caribbean—Right Now!*

By DANIEL JAMES

(Special Reporting Service Special to N. Y. Mirror)

SAN JOSE, Costa Rica, Nov. 29.—While American attention is fastened on withdrawal of Soviet arms from Cuba, the Red conspiracy against Latin America directed from Havana continues unabated.

One of the newest, and most-prized, Communist targets in Latin America is tiny Costa Rica, Panama's northern neighbor. What makes this country and its 1,000,000 people important to the Reds is that it is perhaps the purest example of democracy south of the border.

Moreover, democratic Costa Rica has no illusions about Castroism and has been in the forefront of the movement for collective action against it.

### 'PEASANT LEAGUES'

The instrument through which Castro and his Costa Rican followers hope to subvert the government, or at least cause it plenty of trouble, is the

peasantry, which they have organized into "peasant leagues."

The idea of organizing peasant leagues originated in northeast Brazil under the Communist leader Francisco Juliao, who has exploited them to good effect. Now they are spreading northward, and this year the Reds have organized several in Costa Rica and Panama.

Costa Rica is a "banana republic," and most of her income is derived from the production and export of bananas by that favorite Red whipping boy, the United Fruit Co.

### HIT AGRARIAN LAW

As one might expect, the peasant leagues demand agrarian reform à la Castro. They are dissatisfied with the agrarian law that already exists, and constantly strike at it.

The curious thing is that United Fruit employees are better off than most other workers in Costa Rica, being paid about three times the prevailing wage. In addition, they receive many fringe benefits such as medical aid and education. Besides the peasant leagues, the Communists

have organized a reported total of 17 Marxist schools throughout Costa Rica, most of them in San Jose, the capital, which has become a hotbed of Red activity. Something like 20 Communist cells have been formed there, constituted into nine groups, each of which contains from 15 to 30 persons.

### HOTBED OF RED CELLS

The youth are a principal object of Red agitation, and even children are being organized into "young pioneer" groups. Nor are women being neglected. The Reds have rounded up 2,000 of them — a large number for so small a country — in an "alliance of Costa Rican Women" which is affiliated with the Moscow-run World Federation of Women.

The Communist forces in Costa Rica also have more money to spend than usual, and it isn't hard to guess where it comes from. Among the signs of the Reds' new affluence is the growth of their weekly, "Adelante," ("Forward") from four to 16 pages, and its use of slick paper and plenty of illustrations.





**America and  
Russia  
prepared to destroy  
each other.**

Through great angst and the dogged, clandestine diplomatic work by President Kennedy's brother, American Attorney General **Bobby Kennedy** and the Soviet ambassador to the United States, **Anatoly Dobrynin**, President Kennedy and his counterpart in Moscow, **Nikita Khrushchev**, worked out a peaceful resolution of the crisis.

But, America continued its embargo of Castro's Cuba. As a result, a visitor to Cuba would see

**a country seemingly  
frozen in time  
with few of  
the modern amenities**

Americans take for granted like new cars, cable tv and universal internet access, American produced gasoline



this photo represents what Cuban visitors often observe when visiting the Castro led country during the US embargo - old, US made automobiles from the 1950s before Castro's revolution. Since Cuba cannot import newer American cars, Cubans do everything possible to keep the old autos running. Car collectors look with envy at the number of classic US cars still operating on the island of Cuba

and computers, etc. The US government also prohibited American citizens from vacationing on Cuba's warm, beautiful beaches. The US embargo hurt the Cuban economy.

**Before Fidel Castro's  
1959 revolution,  
Cuba was one of the most  
advanced and successful  
countries in Latin America.**

While Batista's government was perceived as corrupt and exploitative, the country's economy in the early part of the 20th century was strong mostly due to the sale of Cuban grown sugar to the United States. Cuba ranked 5th in the western hemisphere in per capita income, 3rd in life expectancy, 2nd in per capita ownership of automobiles and telephones, and 1st in the number of television sets per inhabitant. Cuba's literacy rate was 76%, in other words, most Cubans could read and write which was high compared to most countries in Latin America. Cuba also ranked 11th in the world in the number of doctors per capita.

However, not everyone benefited from Cuba's healthy economy.

**Before Castro,  
Cuba was essentially  
a country of  
'haves' and  
'have nots';**

**a country of very 'rich'  
and privileged  
and  
very 'poor' and exploited.**

The most profound difference was between residents of the cities and those in the countryside. Many Cubans living outside the major cities in the rural areas of the island were very poor. In the 1950s, most rural, Cuban children were not in school. 87 percent of people in the cities had electricity while only 10 percent of rural homes did. Only 15 percent of rural homes had running water. Nearly half the rural population was illiterate. Poverty and unemployment in rural areas forced many to move to the capital city of Havana looking for jobs despite high levels of urban crime.

**After the Castro revolution,  
the government  
took control and ownership  
of everything**

in the country of Cuba. The country changed from a 'capitalist' economic system like the United States, Canada, England and Spain, allowing private ownership of property and business to a 'socialist' economic system like Russia, China and North Korea with government control of all property and business.



Cuban cigars, considered the best brand in the world. Once cultivated and manufactured on privately owned Cuban farms before the Castro revolution. After the revolution, cigar companies were nationalized becoming owned and operated by the Castro government.

**Businesses and homes  
became the property of  
the government.**

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Every Cuban household received some welfare support, most notably, a monthly ration book (known as *libreta*) which enabled each person to buy food at government stores at low prices. Housing, owned by the government, were leased with low, government subsidized rents.

**All Cubans  
under Castro  
received free  
education and health care.**

Typical Cuban wages were low compared to the United States. Cuban incomes ranged, in Cuban dollars called

pesos, between approximately 17-30 U.S. dollars per month. And, very few Cubans, especially in professions like medicine and sports, were rarely permitted to leave Cuba. Even

**Cuban baseball players,  
some of the best  
in the world,**



Cuban born and raised, Orlando "El Duque" Hernandez, secretly escaped Cuban on Christmas Day 1997 on a small boat from the city of Caibarién. His first year in the Major Leagues was in 1998. Hernandez had a 12-4 record with a 3.13 ERA. He was part of the World Series-winning team when the Yankees beat the San Diego Padres. He finished in 4th place in AL Rookie of the Year voting.

**instead  
for my beloved Red Sox.**

El Duque never became a Red Sox player and

**America's  
Cuban foreign policy  
remained  
as it was with  
President Kennedy in 1960,**

i.e. isolate Castro and Cuba, deprive Cubans of many of the things American businesses were selling and people in other countries throughout the world were enjoying: computers, cars, Apple iPhones, wheat, soybeans, cable television, Nike and Under Armour gear, McDonalds and Kentucky Fried Chicken and Disneyland vacations.

**Until, the spring of 2013.**

**Pope Francis** encouraged the U.S. and Cuba to exchange prisoners as a

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were not been able to play in America's Major Leagues to make the million dollar salaries many Major League players earned. Some of Cuba's best players were forced to secretly leave their Cuban homes and families to get to America to play Major League Baseball. One of Cuba's most famous players, 'El Duque' Orlando Hernandez, signed a multi-million dollar contract in 1998 to play for

**the New York Yankees.  
At the time,  
this author was  
broken hearted,  
hoping El Duque  
would sign and play**





By Gregory Bull, AP

**Historic visit:** Former president Jimmy Carter, left, greets students at a medical school outside Havana. Cuban President Fidel Castro joins him.

## Carter's skills can smooth U.S.-Cuban hostilities

We need to listen to former president Jimmy Carter about Cuba ("Cuba opens door to Carter" News, Monday).

If the United States had normalized relations with Cuba 40 years ago instead of acting like a spoiled child who had his hands smacked, we would not have a communist nation 90 miles off

125,000 people to South Florida.

Former president Jimmy Carter is right. Negotiation, compromise and agreement can be facilitated with anyone. The United States should have long ago begun to work with Cuba. We didn't, and to this day I can't understand

USA Today's front page story of Jimmy Carter's 2002 visit to Cuba

gesture of goodwill. On December 10, 2013, Cuban President Raúl Castro who had taken over the Cuban government from his ailing older brother, Fidel, greeted President Obama at the **Nelson Mandela** memorial service in South Africa. They met again in Panama. Then, in late 2014, after secret meetings, it was announced

**President Obama,  
with Pope Francis  
as an intermediary,  
negotiated a settlement  
with Cuba,**

nearly sixty years after the Cuban Missile Crisis. **President Barack**

**Obama** announced that formal diplomatic relations between Cuba and the United States would resume and each country's embassy would open in Washington and Havana. President Obama made a historic visit to Havana, Cuba for two days in March 2016 becoming the first U.S. President in Cuba since President **Calvin Coolidge** in 1928.

As a result of the thaw in Cuba/American relations, change has occurred in both nations. Cubans have greater freedoms. Many have started their own businesses, built their own homes and now have ac-



Raul Castro (left) and President Obama in 2014



Fidel Castro 2015

cess to the Internet. Cuban baseball players freely leave Cuba to play in Major League Baseball. And many Cubans are earning more money renting out rooms in their homes to American tourists. In Havana, 2,500 homes are being rented out on Airbnb. Cubans are happy to

have the extra money because the average Cuban wage before 2016 was about 25 U.S. dollars a month. For Americans, farmers can now sell their soybeans in Cuba, American airlines are flying to Havana and American vacationers are enjoying Cuba's beautiful beaches. Most importantly for some Americans, Cuba's world renowned cigars are now available in Boston and Providence! And, there's more to come!

**La vida parece mejor,  
en Cuba  
y para algunos estadounidenses también ....**



President Obama (standing center in photo with the white shirt shaking players hands) with his wife, Michelle, and two daughters in March of 2016 as guests of Raul Castro in Cuba watching a baseball game between a Cuban baseball team and the Tampa Bay Rays, an American Major League Baseball team



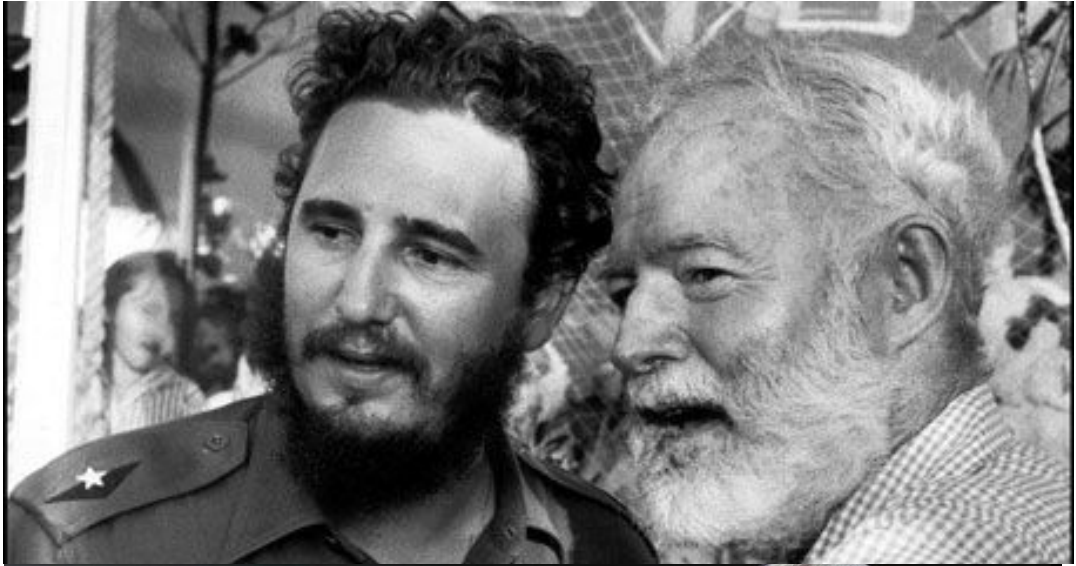


52 Please note on this map in the southeast east corner (on the lower right of the map) an area identified as 'U.S. Naval Base at Guantanamo Bay'. This naval base occupies 45 square miles of land. After the United States defeated Spain in Cuba during the Spanish American War in 1898, America maintained a military base on the island. In 1901 the US government passed the Platt Amendment which states *"That to enable the United States to maintain the independence of Cuba, and to protect the people thereof, as well as for its own defense, the government of Cuba will sell or lease to the United States lands necessary for coaling or naval stations at certain specified points to be agreed upon with the President of the United States"*.

Although Cuban leaders objected to the Platt Amendment then and now, the Amendment became part of the Constitution of the Republic of Cuba in 1901. The Constitution took effect in 1902 and land for a naval base at Guantanamo Bay was granted to the United States. The United States has paid Cuba rent for their military base in Guantanamo \$2,000 a year until 1934 when the rent was increased to \$4,085 a year. Since 2002 following the 9/11 attack on the World Trade Towers in New York City, the naval base has contained a military prison, the Guantanamo Bay detention camp, for terrorists captured in Afghanistan, Iraq, and other places during the War on Terror.



accused terrorist(center) being led by two American soldiers to a detainee area at the Guantanamo prison camp



top photo Fidel Castro and famous American author, Ernest Hemingway, who lived on and off in Cuba until July 1960. Middle photo with former American President Jimmy Carter in 2002 and bottom photo with Pope Francis in 2015.





Fidel Castro died in 2016. Wikipedia wrote soon after his death "Cuban state television announced that Castro had died on the night of November 25, 2016. The cause of death was not disclosed. His brother, President Raúl Castro, confirmed the news in a brief speech: 'The commander in chief of the Cuban revolution died at 22:29 [EST] this evening'."

# Activity One

## *Creativity, Empathy, Critical Thinking & Questioning Skills*

**I** **Imagine** you have the opportunity to ask any American President since John F. Kennedy - *Lyndon Johnson, Richard Nixon, Henry Ford, Jimmy Carter, Ronald Reagan, George Herbert Walker Bush, Bill Clinton, and George Walker Bush* - a question about America's foreign policy with Cuba. In other words,

**ask one of these Presidents a question**

about their plan dealing with Cuba.

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**Name the President:** \_\_\_\_\_

**Your Question to this President** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# *Activity Two*

## **Research Skills**

**W**ho is Bud Abbott and why did he ask the question '*who's on first?*'

# *Activity Three*

## **Reflection:**

Please state the name of one person, alive or deceased, you would like to ask a question.

Please state the name of the person and the question you would ask this person.

Person's name \_\_\_\_\_

Question -

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Phillip Lee Edwards' Favorite Quotes

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