

Leading

Knowledge

Big Five

- Conscientiousness
 - Disorganized → Disciplined
- Agreeableness
 - Uncooperative → Trusting
- Neuroticism
 - Confident → Anxious
- Openness (to experience)
 - Routine → Imaginative
- Extraversion
 - Reserved → Sociable

4 Ears / v.Thun

- Self-Revelation
- Factual
- Relationship
- Appeal

Question Techniques

- Closed
- Open
- Follow up
- Alternative
- Circular - *image you are in the position XY*
- Hypothetical - *imagine we did XY*
- Scaling

Tools

Active Listening

- Body language and genuine interest
- Remarks and follow up questions

Feedback

- Perception → Effect → Wish

Feedback rules

- No generalization
- Clear wording
- Close to observed behavior

Conflict Discussion

- Good preparation (invitation, preparation, room)
- Allow preparation time for invitees (preferably not the weekend)
- A short warm-up (*how are you*)
 - Thank for willingness to communicate, create positive atmosphere
 - No further small talk
- Clarify topics, goals and time frame
- Present all viewpoints
 - Facts, Perception, Background, Feelings, Interests
 - If applicable: apologize
- Examine possible solutions based on common interests
- Discuss specific ideas
- Make agreements, summary & positive ending
- Create Follow up meeting
- Reflect on conversation and outcome