

Leading

Knowledge

Big Five

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

MBTI

Extraversion	Introversion
Sensing	Intuition
Thinking	Feeling
Judging	Perceiving

MBTI / DISC

ENFJ Teacher	INFJ Counselor	INTJ Mastermind	ENTJ Field Marshal
ENFP Champion	INFP Healer	INTP Architect	ENTP Inventor
ESFP Performer	ISFP Composer	ISTP Operator	ESTP Promoter
ESFJ Provider	ISFJ Protector	ISTJ Inspector	ESTJ Supervisor

DISC

Dominant (Red) direct, decisive	Influence (yellow) outgoing, action oriented
Cautious, Conscientious (blue) work oriented, shy, calculating	Steadiness (green)

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