

Leading

Knowledge

Big Five

B5 is the personality model grounded in science, but with limited use for a leader

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

MBTI

MBTI just sucks

Extraversion	Introversion
Sensing	Intuition
Thinking	Feeling
Judging	Perceiving

DISC

DISC sucks less than MBTI

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

Communication Iceberg

Conscious	Figures, Facts, Guidelines, laws
Unconscious	Desires, Needs, Emotions (anger, disappointment)
Totally unconscious	Basis needs (growth, security, recognition)

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