

# Leading

## Knowledge

### Personality Models

- Personality models are a way to think less intuitive and more structured about members of a team to determine their strength, weaknesses and therefore tasks and work environment they may be good or bad at/in.
- None of these models can be used as absolute truth, at most treat it as priority
  - "Person X" seems introvert, maybe he should not be the first person I ask about presenting the company at a conference

### Big Five

*\* B5 is a widely accepted, scientific model in social sciences \* Each of the five traits typically follow a gauss distribution, the average person falls somewhere in the middle \* → It is useful to know if a specific person is near one of the edges \* "science tells us" that a routine person is not just "bad" at "imaginative tasks", he would need to change his personality before becoming good at them \* There is no claim that the model can predict anything for an individual person, e.g. \* Out of a Million persons the one who are high in conscientiousness are generally more successful \* That does not mean a specific disorganized person is (or will be) unsuccessful*

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

### MBTI

*\* Imo MBTI just sucks \* It is a "popular science" model without grounding in actual science \* MBTI does not acknowledge that the traits are a scale and instead sorts people onto boxes of EITJ, ISTP and so on*

Extraversion	Introversion
Sensing	Intuition
Thinking	Feeling
Judging	Perceiving

## DISC

*\* DISC is also "popular science" model without grounding in actual science \* Imo DISC sucks less than MBTI since it has fewer boxes and less extreme claims - that makes it far more usable in practice*

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

## Communication

### 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