

# 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 - *image 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
- Examine possible solutions based on common interests
- Discuss specific ideas
- Make agreements, summary & positive ending
- Create Follow up meeting
- Reflect on conversation and outcome