

# 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