# 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

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

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#### **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

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- Make agreements, summary & positive ending
- Create Follow up meeting
- Reflect on conversation and outcome