# 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 is has fewer boxes and less extreme claims - that makes it far more usable in practice*

| Dominant (Red)<br>direct, decisive | Influence (yellow)<br>outgoing, action oriented |
|---|---|
| Cautious, Conscientious (blue)<br>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) |

*The Iceberg Model (also Parento Principle or 80/20) divides communication into a conscious/visible part (20%) and an uncounscious/hidden (80%) part. \* As a generic rule if a persons desires or need are affected conscious facts and figures will have a hard time being registered at all. \* If a persons physical needs (security, place in society) are affected the effect will be even more pronounced. (this of course goes for nearly all aspects of life, not just communication)*

# Question Techniques

- Closed
- Open
- Follow up
- Alternative
- Circular - *image you are in the position XY*
- Hypothetical - *imagine we did XY*
- Scaling

*\* Close questions are generally considered bad because they limit the amount of information that can be gained. \* Open questions are considered "good" \* Follow up questions are a chance to keep a conversation alive to hopefully good outcomes and show interest \* Alternative, circular, hypothetical or scaling questions have specific used, but for basic use they can be applied to mix things up and promote new ways of thinking about a problem*

# Tools

## Active Listening

- Body language and genuine interest
- Remarks and follow up questions

## Feedback

- Perception → Effect → Wish

*I saw you being late 5 times in a row, that makes you/me/us look bad, please come in on time*

### 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