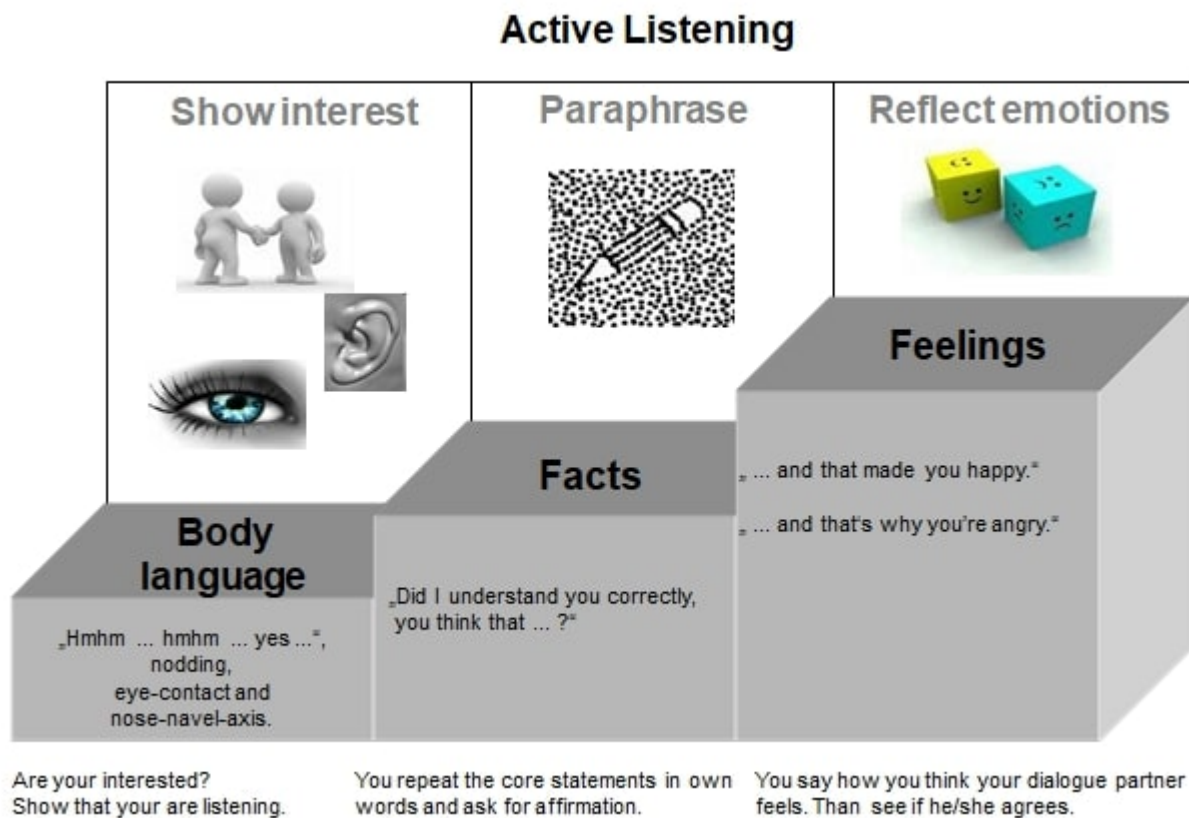


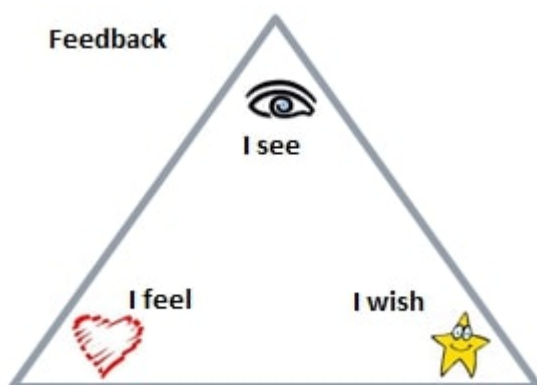
SOCIAL CAPABILITY

Active Listening

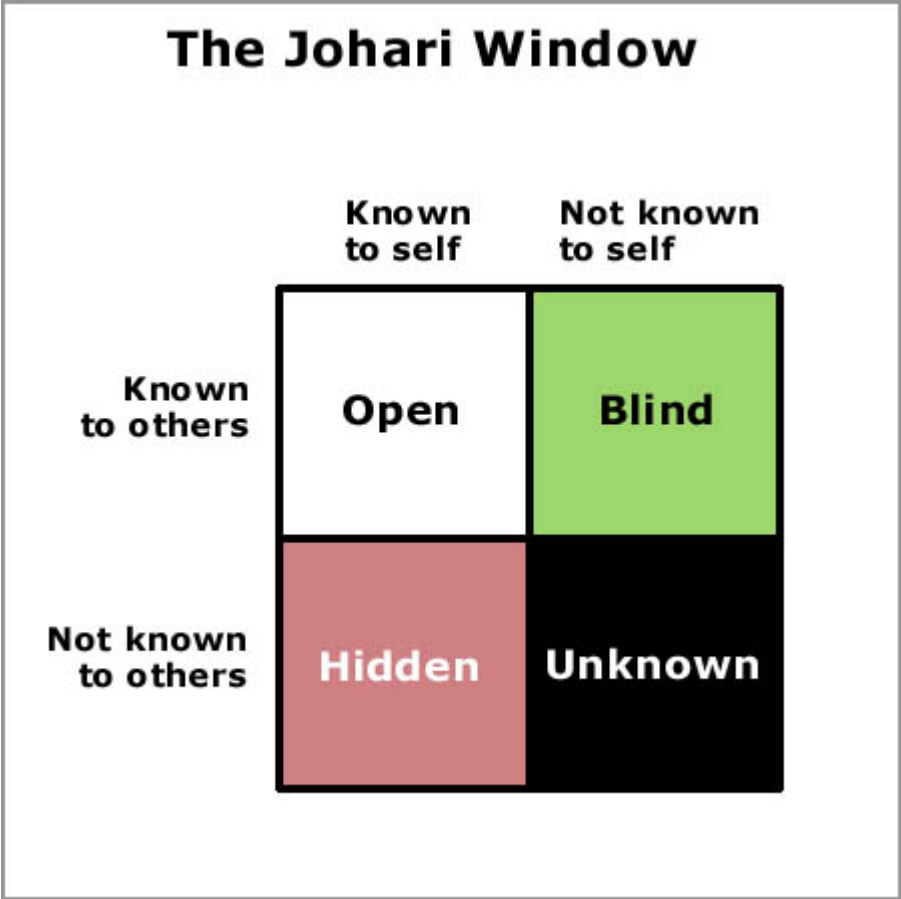
Do not give solution!



Feedback

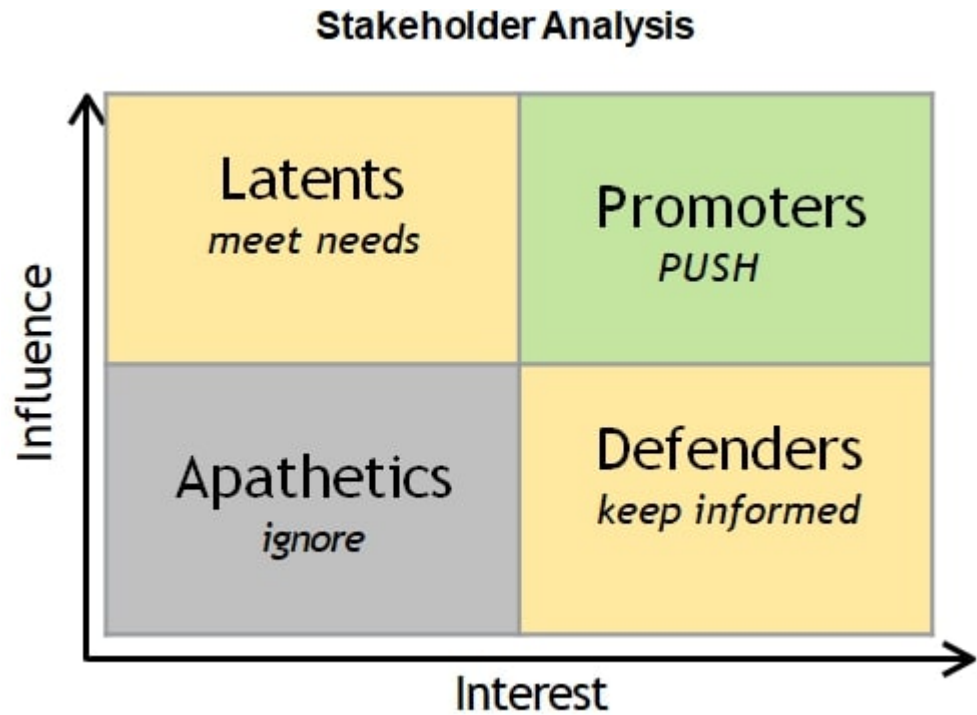


You can use feedback for blind spots.



Stakeholders

Who's buy-in you need?



Situational Leadership

What do you do if someone is not delivering as expected?

Knowing

- Does he know what you expect him to do?
- Does he know the goal and why it is important?

Willing

- Is he motivated to do it?
- What would motivate him?

Able

- Does he know how to do it?
- Does he have the necessary skills and experience?

Allowed

- Do the circumstances allow him to fulfill the task?
- What barriers have to be removed?

The Situational Leadership Model



Conflict Management

Getting past “No”: Five steps to master difficult conversations

1	Go to the balcony	Turn off emotions Get time to think
2	Step to the other side	Temporarily turn off speculations Find common ground
3	Reframe the game	Perception change through <u>questions</u> (Socratic method) Provide options
4	Build the golden bridge	Involve them to craft an agreement Address fear of losing face, unmet interests
5	Make it hard to say “no”	Probe for consequences of not reaching agreement Show them the way out: the golden bridge Final commitment