

Leading smart – Change through Psychology

29.09.2022

Agenda

1. Basics
2. Dilemma of Leadership – Leading by questions
3. Saying „No“
4. Change Process
5. How to criticize
6. Getting feedback
7. ELM - sustainable change of attitude

Question

Which person has influenced your
life the most?

How?

Basics

Leadership – Definition:

Managers influence the behavior of employees, to efficiently achieve corporate goals.

Dilemma of Leadership

Need for freedom



Leadership means control



Control limits freedom



Restriction of freedom motivates resistance

Strategies to counter the leadership dilemma

Indirect Leadership Führung 

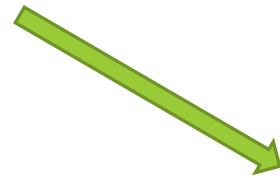
Leading by questions

- Reactance prevention through freedom
- Alternative blindness
- Consistency through commitment

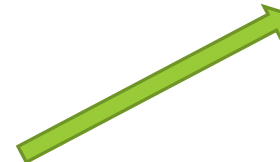
Example

Saying „No“

1. Appreciation



2. Saying „No“

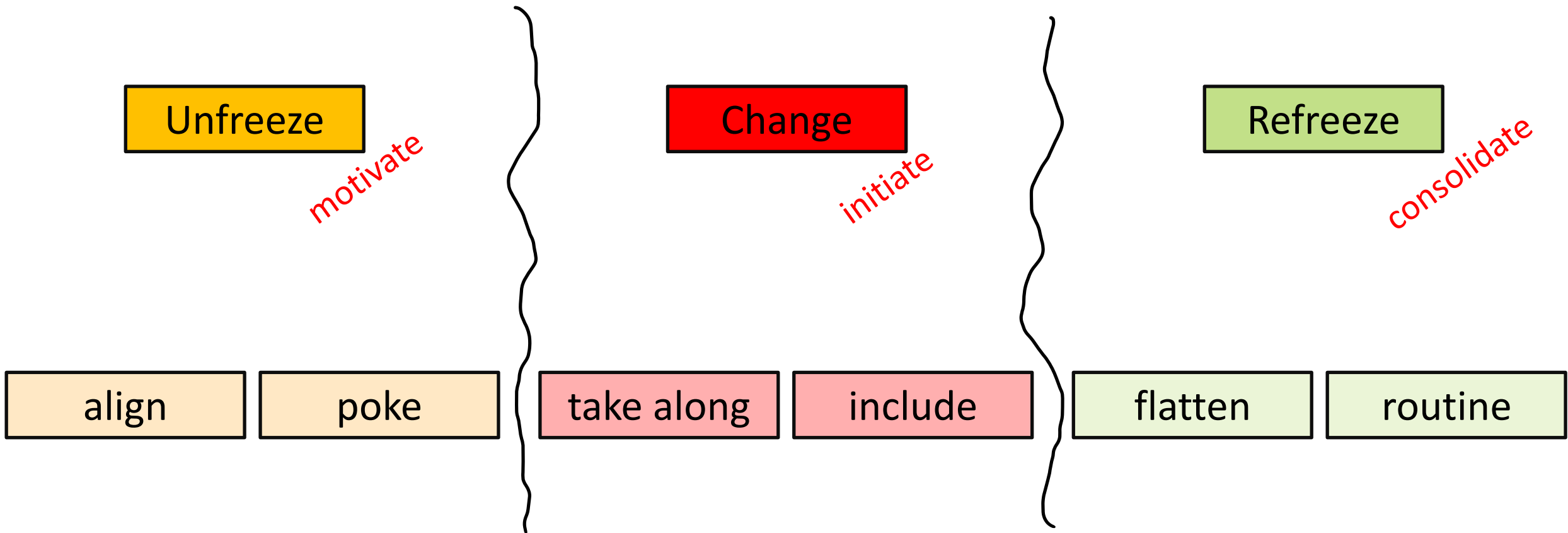


3. Compromise/Alternative

Saying „No“

Practice !

Change – 3 Steps – 6 Steps



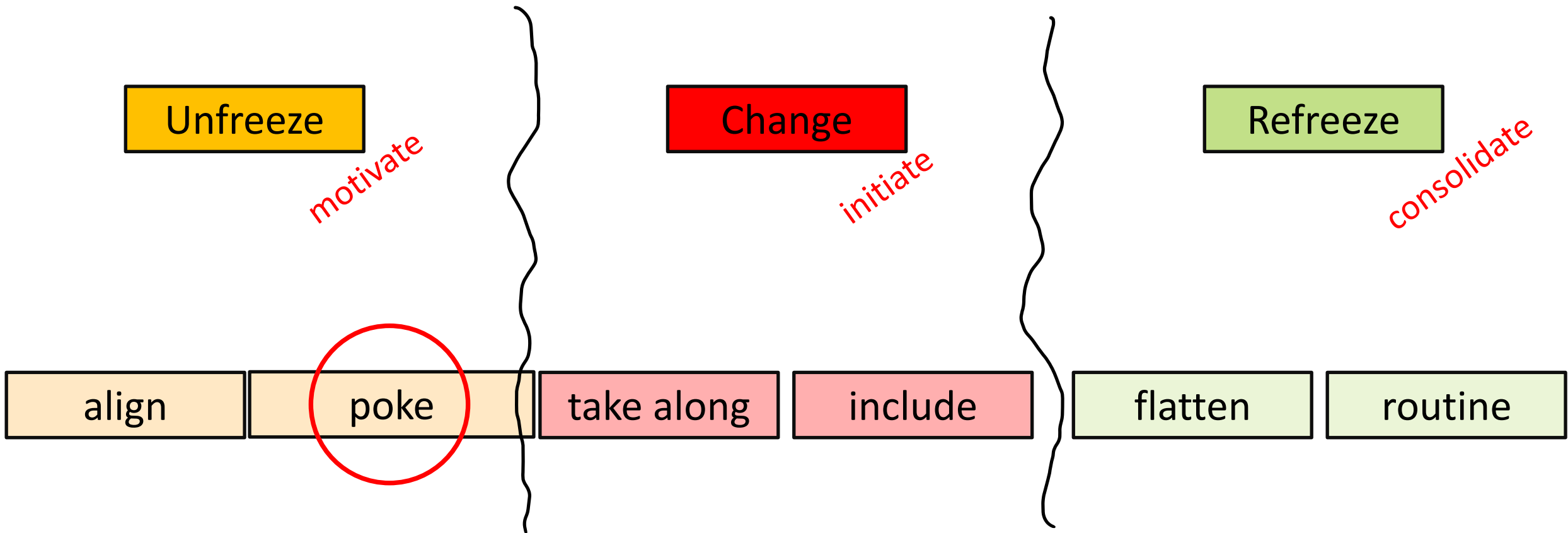
Change – Step 1

aligne

Show the chances -

Show the dangers +

Change – 3 Steps – 6 Steps



Change – Step 2

poke

6 Questions

Who wants to join?

Change – Step 2

poke - 1

Why would you want to change?

Change – Step 2

poke - 2

How willing are you to change yourself on a scale of 1-10, where 1 means “not at all” and 10 “definitely”?

Change – Step 2

poke - 3

Why didn't you choose a smaller number?

Change – Step 2

poke - 4

Imagine if you had already changed:
What would be the positive results?

Change – Step 2

poke - 5

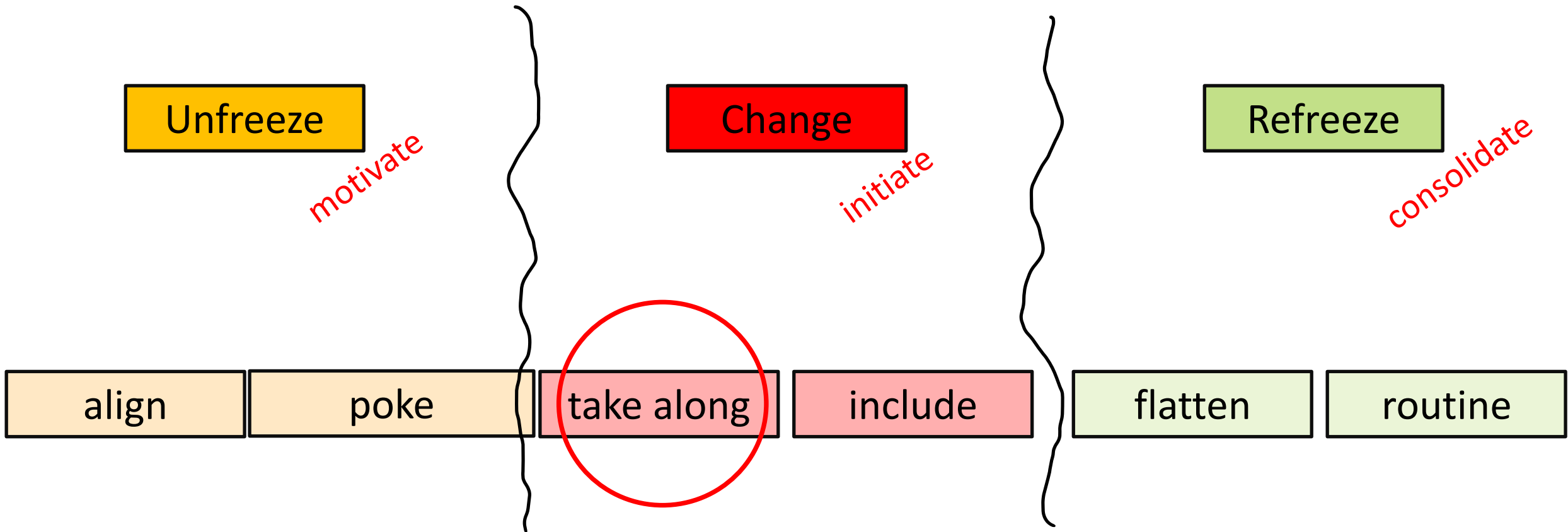
Why are these results important to you?

Change – Step 2

poke - 6

What, if any, would be the next step?

Change – 3 Steps – 6 Steps



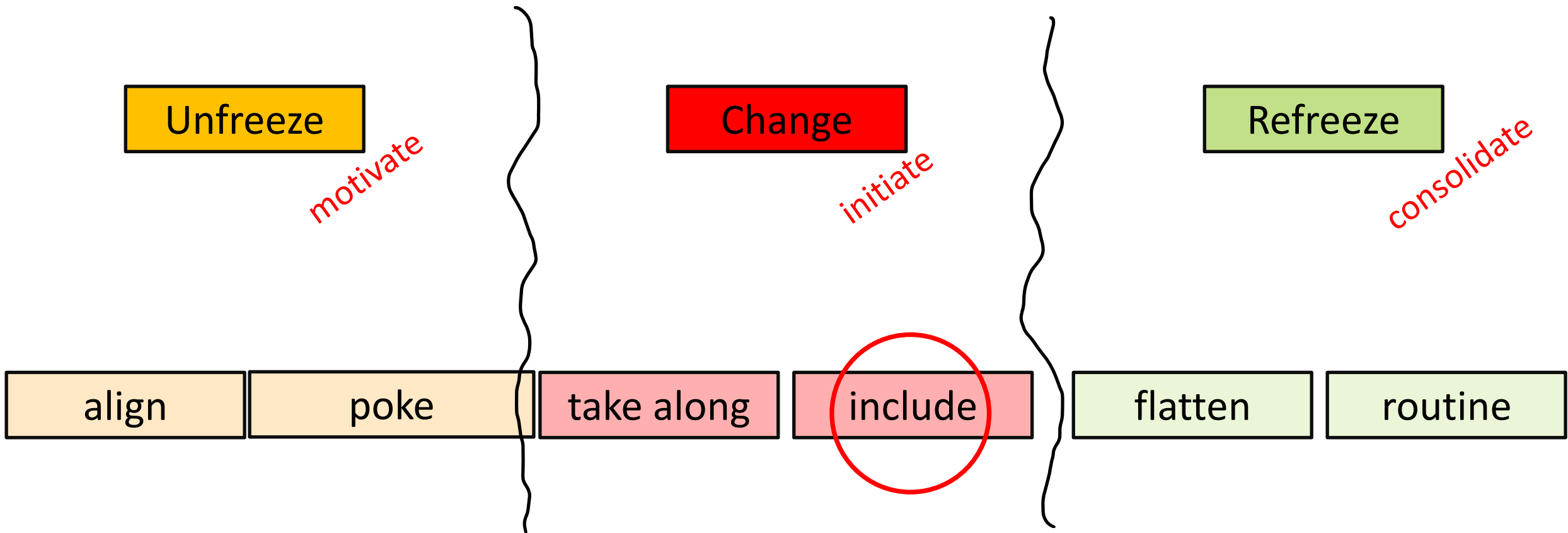
Change – Step 3

take along

Maintaining trust – be transparent and respecting fears

Dissolving resistance cooperatively – responding to arguments and expectations

Change – 3 Steps – 6 Steps



Change – Step 4

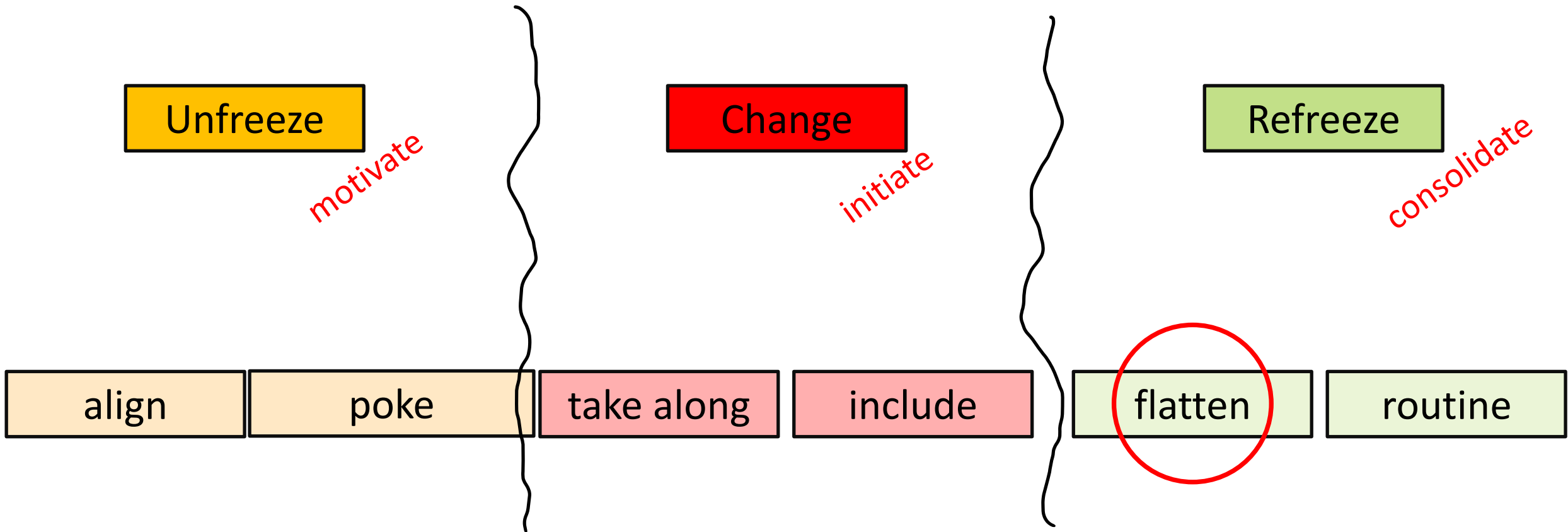
include

Provide security and reduce effort - build on previous experience

Enable identification – give opportunities to help

Pygmalion-effect – Galatea-effect

Change – 3 Steps – 6 Steps



Change – Step 5

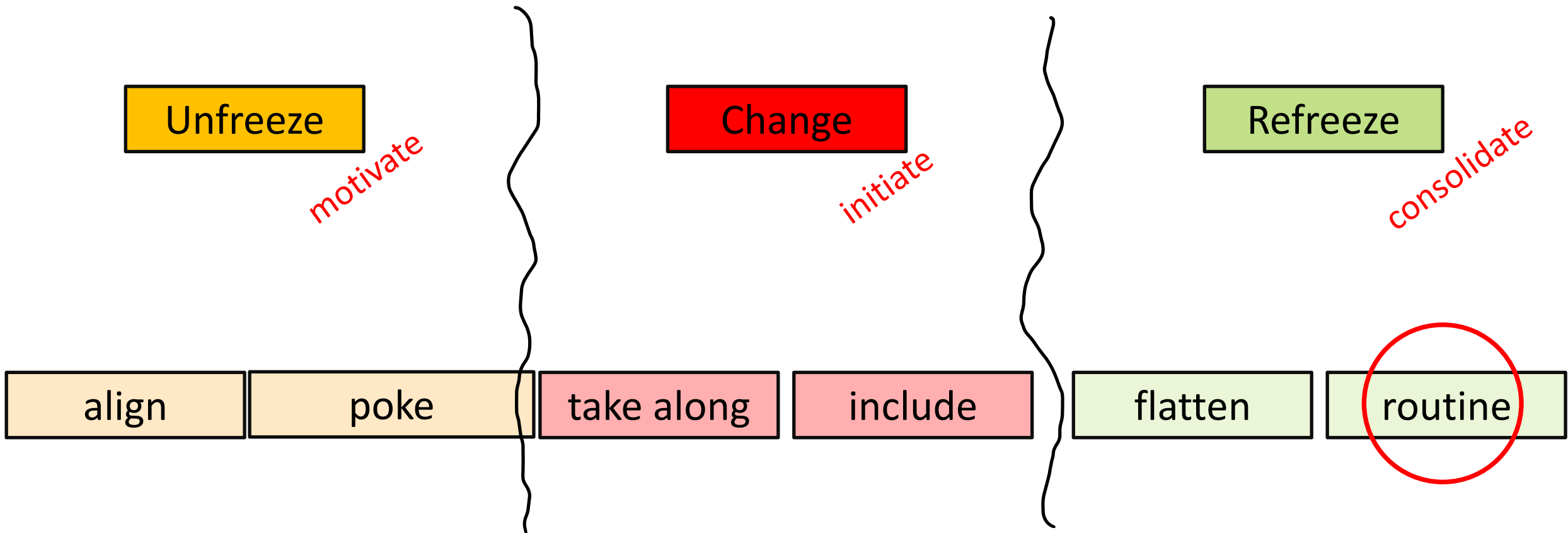
flatten

recognize obstacles

name obstacles

remove obstacles

Change – 3 Steps – 6 Steps



Change – Step 6

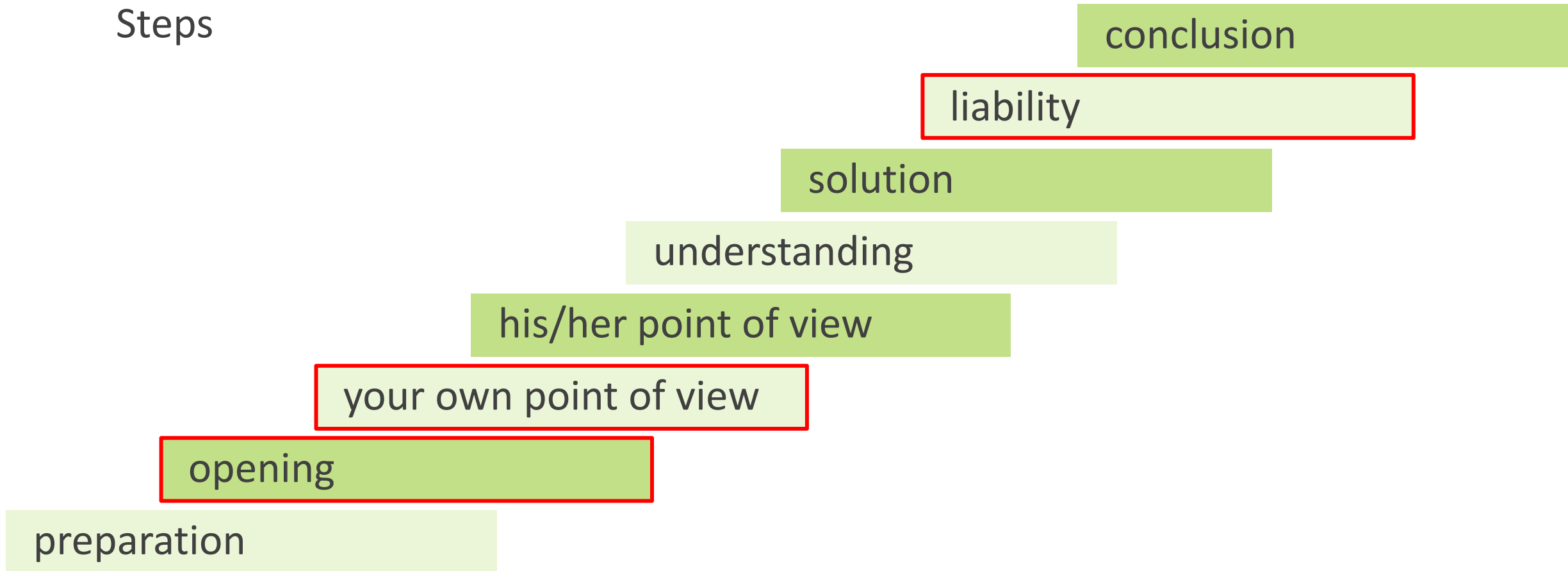
routine

Start and build habits – create experiences

Agree on commitments and goals – reward and celebrate

How to criticize

Steps



How to criticize

opening

Friendly hello
Positive opening into the theme
Clear agenda
Ask for approval

How to criticize

your own point of view

Describe the incident from your own point of view

Describe effects

Express your feelings and needs

How to criticize

liability

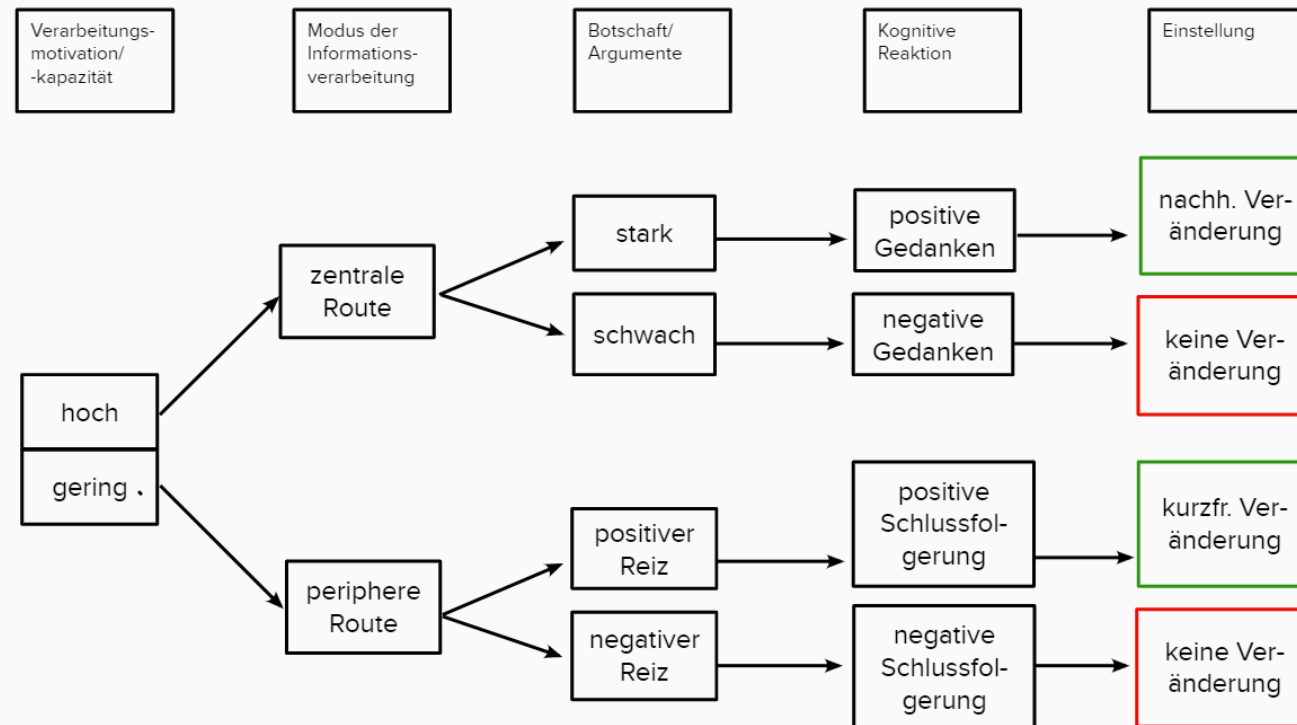
Create commitment by asking questions

Getting feedback

- How happy are you...1-10?
- What has to change to get a higher number?
- If you are unhappy, would you please tell me?

ELM

Elaboration Likelihood Modell (ELM), Petty und Cacioppo, 1986



Quellenverzeichnis

Cacioppo, J. T., & Petty, R. E. (1984). *The elaboration likelihood model of persuasion*. ACR North American Advances.

Radtke, B. (2015). *Führend führen: 9 Prinzipien für exzellentes Leadership*. Haufe-Lexware.