PCCP
since 2005

"Leading is art, passion and adventure"

since 2005

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Communication

Communication is called "the blood of the entrepreneur". That means: it is vital, it has to flow at the right "temperature", in the right amount, at the right speed, in the right composition, in orderly channels, to the right places.

That's right

- Pass on all the information that the employee needs in order to be able to optimally fulfill his work, his task.

such as

- the background information about processes in the company that is interesting and important to know and to know for the identification and motivation of the employee.

Information Rules

- fully informed, so nothing left out for tactical reasons or
  add up

- Provide factual information, avoid personal feelings

- find out quickly, because nothing is older than yesterday's newspaper

- note body language. Up to 90% of our communication is body language - that means we always communicate!
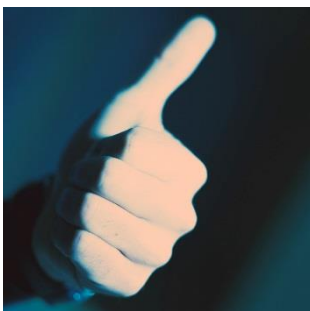
Of the before-laws

People have had role models since time immemorial – they follow them.
Managers have a classic role model function. They are yardsticks for employees. What is good for managers is only cheap for employees.
As superiors, we should always consider this role model function in our actions. If we behave correctly, so will our employees.
Being a role model means, among other things, doing what we ask of others.

Positive attitude regarding the company

- business policy
- regulations
- regulations
- decisions

loyalty to

- company
- own superiors
- employees

Personal behavior, i.e. our superior behavior, is a visible element of the role model function. What our employees see, hear and feel, they act on and copy for better or for worse.

behaviour rules

- note your own motivation, consciously train and demonstrate a positive attitude
- praise, even trifles
- Courage for constructive criticism
- take time and have time
- good resp. listen consciously
- be polite and friendly
- Avoid moodiness
- **no**destructive criticism of the company, superiors, colleagues, customers
- decide and stand by it
- be clear in statements
- also communicate unpleasant things

Managers are on stage. They are constantly being measured, judged and/or condemned by those around them. However, the environment is mostly measured subjectively, emotionally. It measures behaviors down to the smallest detail and often does so unconsciously. The environment measures the visible, the audible and the tactile.

For this reason, the supervisor should adhere to certain rules, rules that are always related to communication.

The working environment and atmosphere are largely influenced by superiors. Our behavior and appearance as superiors is often a guideline for employees.

What we do well as managers, the employees usually also do well; if we work poorly, the employee will follow suit.

Conclusion: The supervisor must be a role model. He "chairs", directs and is the "image" by which his employees orientate themselves.

Leadership styles

behavior	**Authoritarian**	**situational**	**indifference style**
steering	Sharp control	Taxes: only as much as necessary	allow (without steering)
sanction	"hard wave" punishment instead of help	support instead of punishment	Neither punishment nor help
Appreciation	looking down	employee is equal	neutral distance
expectation	pessimism	optimism	indifference

The authoritarian superior does not allow any discussions, simply cuts off questions from the employees and lets his professional superiority dominate. He works with commands, directives and threats.

The indifference style is found in insecure superiors. He does not know his tasks, is overwhelmed, demands and does not encourage. The result is indifferent, disinterested, demotivated and underperforming employees.

The situational leadership style is the highest level of the cooperative leadership style. By far the best, but also the most demanding, because it requires self-knowledge, the highest level of empathy, security and honesty - especially towards oneself.

Impact of leadership style on subordinates
The effects of different leadership styles can be summarized as follows.

authoritarian	situational	indifference style
Resistance, partly aggression	willingness to cooperate	lack orientation
Lack of willingness to work and learn	openness and trust	No commitment
Little initiative and activity	engagement	Lack of team spirit
imitation of authoritarian behavior	independence originality, tolerance	Any effort becomes too much

Lead situationally

a lot of

M3 able to not ready unsure scared **management style** **motivate** **to advise** **support** **financially** **support** **to confuse** **To block**	**M2** stillunable ready optimistic **management style** **argue** **justify** **work out** **convey meaning** **demotivate** **condescending**
M4 ready secure **management style** **delegate** **check** **to** **watch** **to lead** **accompany** **to ignore** **pay too little attention** **resign**	**M1** not able yet not ready unsure **management style** **instruct** **arrange** **to form** **instruct** **command** **humiliate** **dominate**

E M P L O Y E E - R E L A T E D

little   a lot of

TASK-RELATED

The leadership medium of praise

The principle "if I don't say anything, then it's fine" is outdated and does not fit our time.

Everyone needs praise and criticism. Praise is nothing but judgment in small amounts. Praise costs nothing, brings joy and encourages. Praise starts small. It is something very personal and has an immediate effect.

Even a friendly face is a compliment to those around you. If you give a lot of praise, you can also criticize. Only the weak do not praise for fear of forgiving themselves.

Here are some principles of praise

- Don't skimp on praise, but don't overdo it either
- also praise small things, e.g. B. Say please and thank you
- Focus praise on individual incidents and don't generalize
- immediately praise
- addressee-oriented

Caution: Praise is given through body language

It should be noted that praise only really comes across if the body language matches it. It's no use praising someone and gnashing your teeth at the same time.

"good work"

Criticism

Even the word criticism triggers negative ideas in many people.

Here are some examples
- be admonished
- to be finished
- be put down
- be reprimanded
- be scolded
- be made bad
- be blamed and censored
- be corrected
- be squashed together

Criticism applied correctly is an optimal means of leadership. However, criticism only has a positive effect if it is meaningful and justified.

criticism rules
- don't put off criticism
- never become personally hurtful
- only criticize in private
- never commission third parties to transmit the criticism
- only changeable

Assignment / Delegate

The reason for incorrect work performance by employees is often to be found in unclear order placement. Employees need to know exactly what is expected of them.

Rules for placing orders

Each assignment must clearly answer the following questions:

- **WHO**
  The orders are to be addressed to a person to be specified.

- **WHAT**
  Precise description of the objective of the assignment: What is to be achieved with the work? The more complex the assignment, the more comprehensive the formulation of goals.

- **WHEN**
  The placing of the order must contain a clear deadline: When should the work be carried out and by when must it be completed.

- **WHY**
  Precise explanation of the WHY promotes understanding of the task as such, promotes insight into the importance of the work, motivates and engages the employee and takes the instruction from the character of an order.

- **HOW**
  Description of the framework within which the order is to be fulfilled, i.e. the specification of the tools that are suitable for the fulfillment of the order.

People often behave according to the principle: I do it myself, then it's done correctly.
This principle must be thrown overboard. If we want self-employed employees, we should give them the opportunity to do so. This is the only way we can maintain our enthusiasm for work and develop our employees' potential.

Rules for delegation

- the delegated task must be described precisely

- Respect employee's area of competence

- Never answer inquiries from third parties yourself, but forward them to the employee delegated for the task

- Re-delegation prohibited

- monitor progress

Control

Lenin once said in Zurich: Trust is good, control is better.

As with the chapter criticism, the word control is similar. We often and automatically associate negative associations with it. Now imagine sitting on an airplane, looking forward to the holidays and learning that the pilot does NOT check his checklist before takeoff. There are many examples of this kind. We often and unconsciously rely on our environment to control us. We are happy and grateful for this and rely on the fact that controls are carried out - because controls basically have the purpose of increasing security.

From this point of view, control is a classic management tool. Only those who control can offer praise and criticism. Only those who control can demand, promote, motivate and thus lead. Jobs can be secured because controls are carried out properly. Control is therefore a clear must and should and may be viewed positively, whereby of course the type of communication also plays a major role here, analogous to the blood of the company.

control types

- spot check
- progress control
- End / success control

control rules

- positive intention
- control all
- dose control
- communicate control

Conflict prevention
Conflict as an opportunity

- Cooperation (responsibilities, competencies, expectations, goals, tasks) more clearly

- Present key points and ensure compliance by everyone

- As a boss, treat every employee equally (path of the least avoid resistance)

- Set up team play rules (feedback rules, I-messages, solution-oriented discussion, chair of the other, «why not really" instead of "yes, but...")

- Conduct team meetings

- Set up conflict culture/rules (e.g. rules for soccer games)

- Increase/improve communication and trust

- Comprehensive and fair information policy

- Clear (possibly authoritarian) decisions (not everything down to the last detail discuss with the employees...)

- Common Reward Systems

- Actions to improve team spirit / working atmosphere

- Consider team composition when selecting personnel Rotate staff across departments to increase understanding

- Early intervention before escalation (detect)