



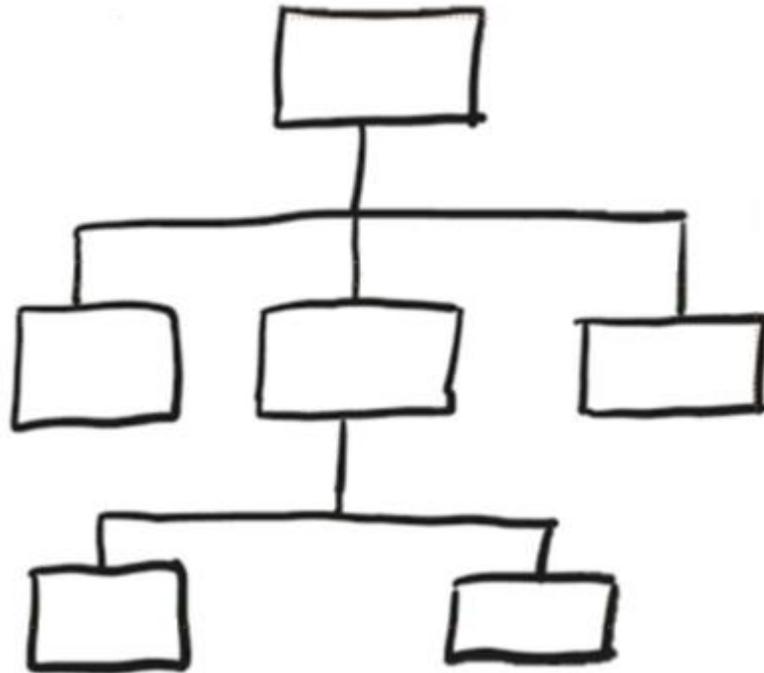
# Individual Empowerment - The human side of Project Management



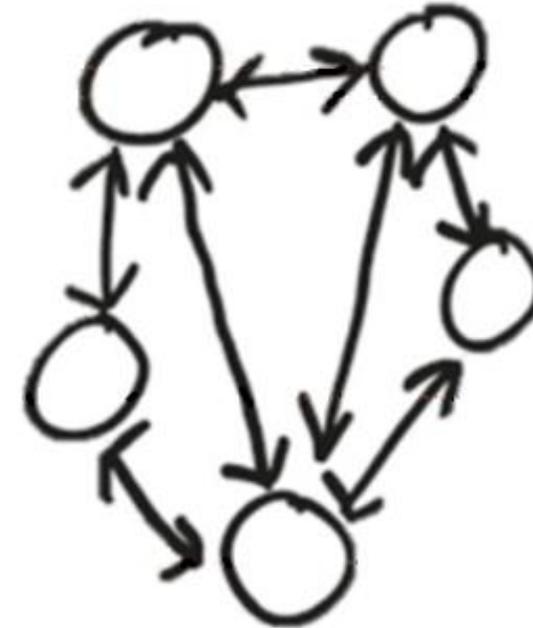
better impulse. better outcome.

# Führungsform - Richtig oder Falsch?

So ?



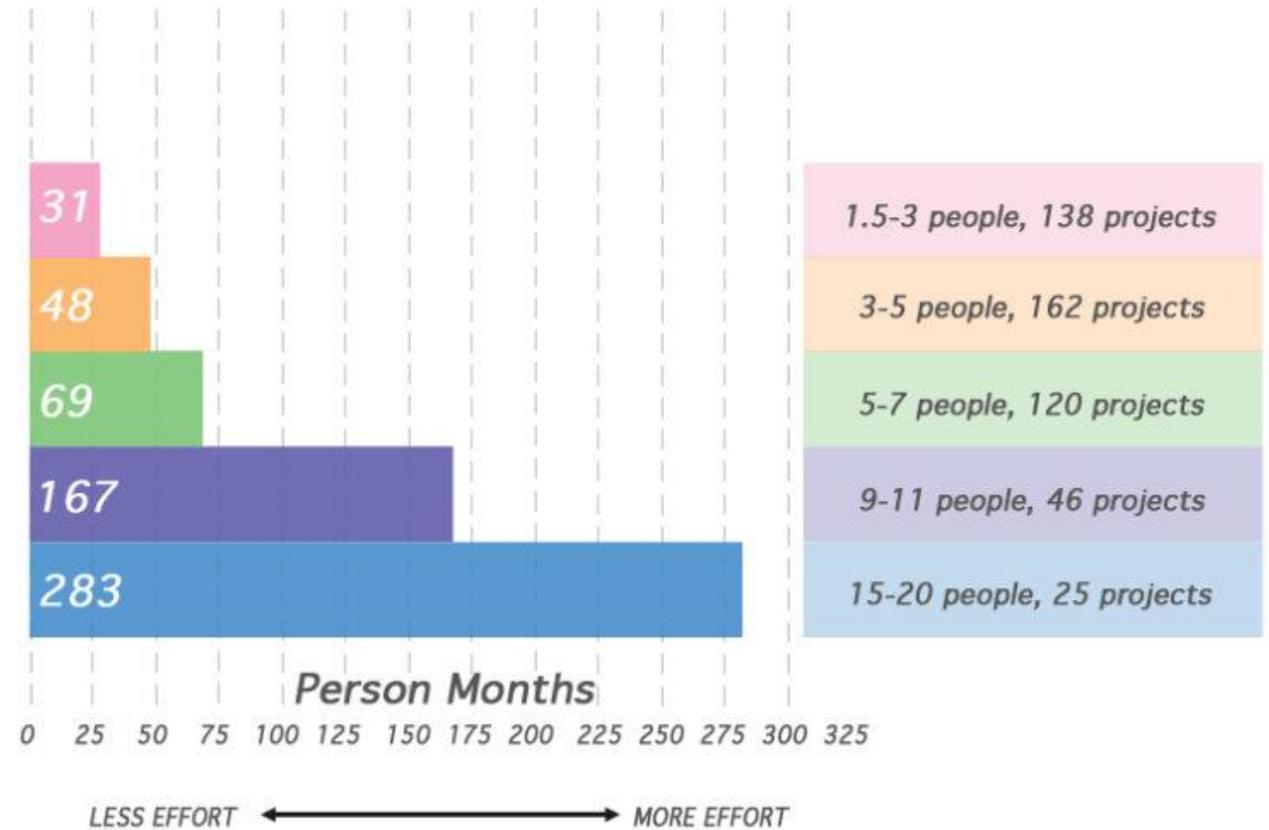
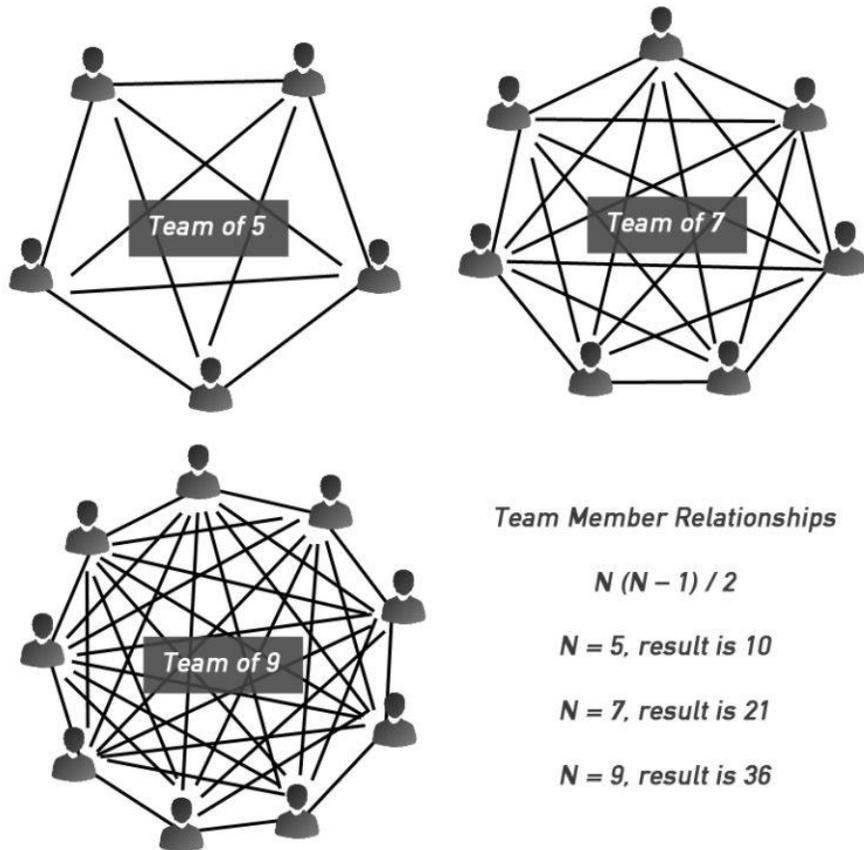
So ?



**„Essentially, all models are wrong, but some are useful“**

(1978 George Edward Pelham Box)

# Führungsspanne - Anzahl vs Produktivität



Data source: "Familiar Metric Management - Small is Beautiful-Once Again" by Lawrence H. Putnam and Ware Myers

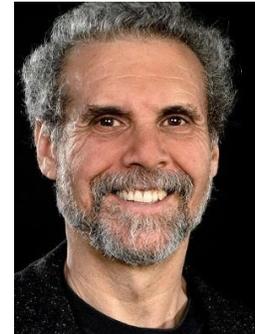
# Führung - Alles ganz neu?



## Gaius Julius Caesar

100 v. Chr bis 44 v. Chr

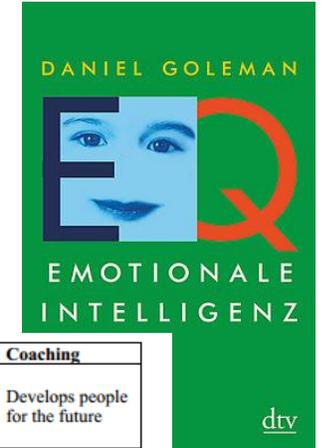
- Persönlicher Kontakt zu seinen Soldaten
- Kommunikation beherrschen, um Botschaften vermitteln zu können
- Informationen teilen
- Sein Potenzial ausschöpfen können
- Etwas riskieren
- Verantwortung übernehmen
- Delegieren was erforderlich ist



## Daniel Goleman

Geb: 1946

Buch EQ: 1995



	Commanding	Visionary	Affiliative	Democratic	Pacesetter	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now"	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Goleman, Daniel. "Leadership that Gets Results" [Harvard Business Review](#). March-April 2000 p. 82-83.

# Führung - Management and Leadership

**Als Manager gilt es, Dinge, Zahlen und Prozesse zu managen.**

**Als Leader gilt es, Menschen zu entwickeln und zu coachen.**



# Es geht immer um Menschen

# Auf verschiedene Arten gewinnen



# Wer arbeitet wie?

Wie können wir verschiedene Arbeitsstile optimal kombinieren?



**Wie ist mein Arbeitsstil?**

**Wie kann ich meine Wirkung erhöhen?**

**Wie kann ich andere dabei unterstützen meine Zeit sinnvoll und produktiv zu benutzen?**

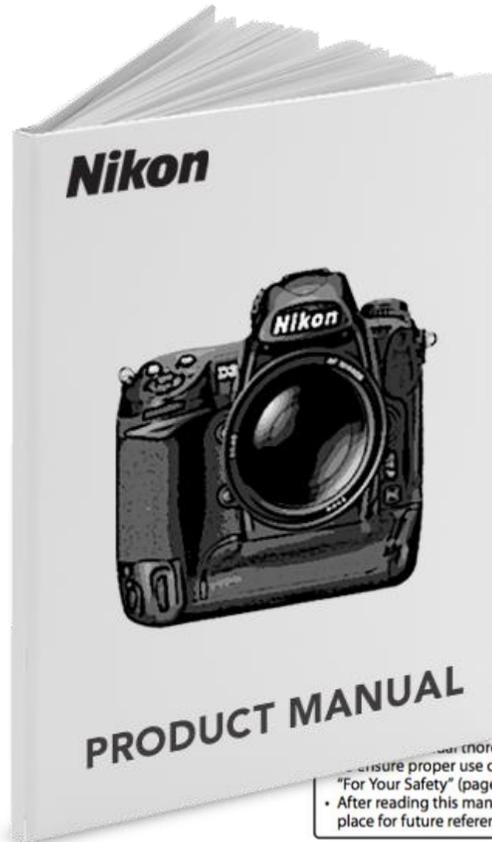
# Wer setzt seine Talente wie ein?



# Leadership



# Ohne Manual ausgeliefert?



DIGITAL CAMERA  
**D500**  
User's Manual

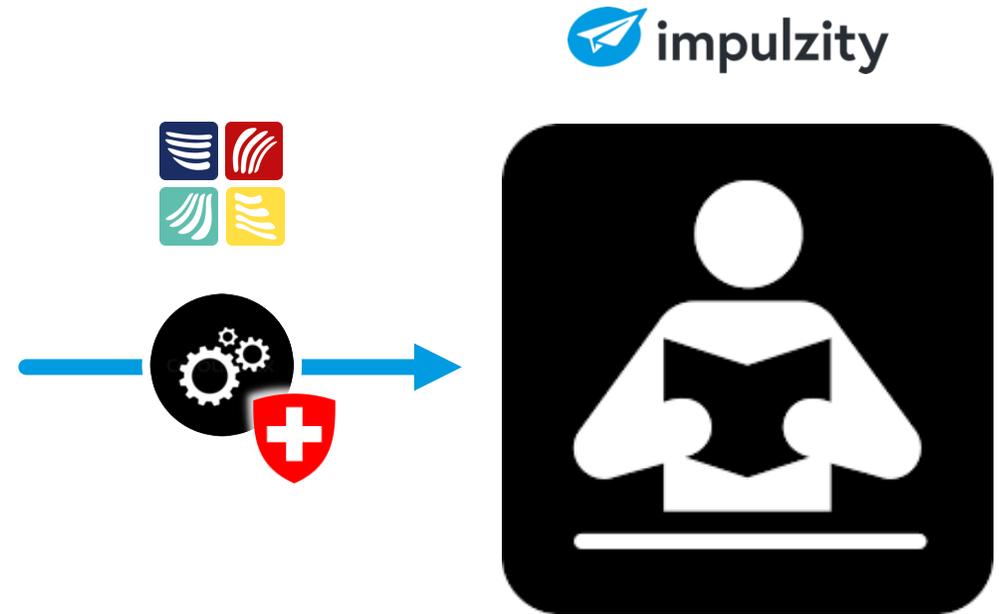
... thoroughly before using the camera.  
... ensure proper use of the camera, be sure to read  
"For Your Safety" (page xiii).  
• After reading this manual, keep it in a readily accessible  
place for future reference.

En

Camera Body (Continued)

1 Self-timer lamp ..... 120	12 Lens release button ..... 19
2 Stereo microphone ..... 60, 64, 290	13 Lens mounting mark ..... 18
3 Meter coupling lever ..... 365	14 Mirror ..... 121, 339
4 BKT button ..... 147, 151, 155, 195, 238, 301	15 Flash sync terminal ..... 197
5 Flash sync terminal cover ..... 197	16 Ten-pin remote terminal ..... 253, 334
6 Ten-pin remote terminal cover ..... 253, 334	17 USB connector
7 USB connector cover ..... 65, 334	18 Connector for external microphone ..... 65, 334
8 Audio connector cover ..... 65, 334	19 HDMI connector ..... 333
9 HDMI connector cover	20 Headphone connector ..... 65, 67
10 AF-mode button ..... 47, 49, 101, 105	21 Body cap ..... 18, 333
11 Focus-mode selector ..... 47, 97, 114	

**Close the Connector Cover**  
Close the connector cover when the connectors are not in use. Foreign  
matter in the connectors can interfere with data transfer.

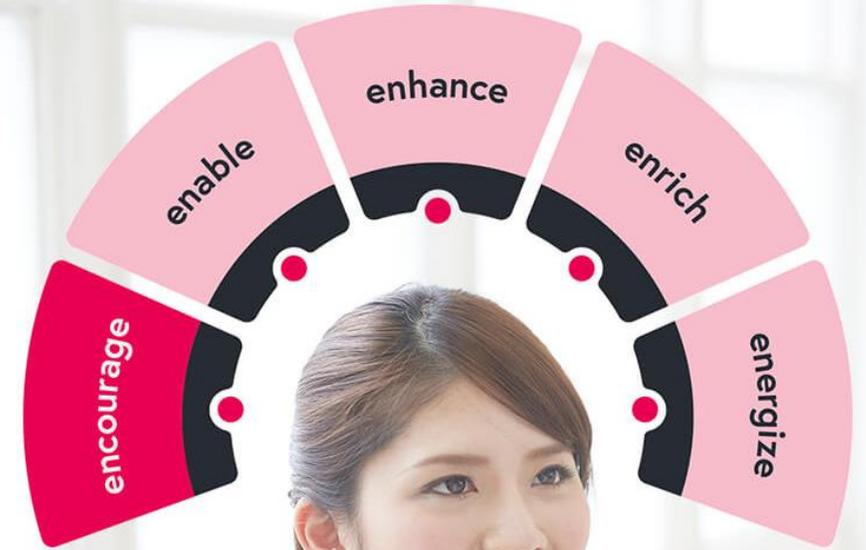


Talent Manual

# Individual Empowerment

## encourage

Manchmal brauchen die Menschen nur ein wenig Ermutigung oder Unterstützung, um wirklich etwas zu erreichen. Oftmals genügt bereits etwas zureden.



# Individual Empowerment

## enable

Manchmal fehlt nur ein kleines Stück des Puzzles, um etwas zu ermöglichen. Eine kleine Ergänzung und alles wird einfacher.



# Individual Empowerment

## enhance

Fast jeder Mensch möchte aktiv gefördert werden. Fördern was jemand im Grunde genommen bereits kann, bringt schnelle Erfolgsgefühle.



# Individual Empowerment

## enrich

Neue Ideen und Perspektiven können Abwechslung bringen. Das macht auch Routineaufgaben interessant und abwechslungsreich.



# Individual Empowerment

## energize

Im Alltag kann es vorkommen, dass eine kurze Energiezufuhr von aussen hilfreich sein kann. Danach läuft es wieder viel besser !



## Empowered people

- Are more effective.
- Are more result oriented.
- Go for the extra mile.
- Make decisions.
- Feel far more fulfilled.
- Take ownership.
- Deliver higher quality.
- Accepts responsibility.
- Have more fun!

## Empowered organisations

- Have better collaboration.
- Have a good team spirit.
- Are more innovative.
- Have a good atmosphere.
- Allow to use individual talents.
- Achieve their goals reliably.
- Act dynamic.
- React flexibly.
- Balance productivity AND happiness.



# Productivity AND Happiness