

# Management task Personnel selection and personnel development Practice and impulses for an authentically lived understanding of leadership

## A two times 1 day programme for sustainable learning Immediate implementation

### 1. Day: Personnel selection - selecting the right candidates<sup>1</sup>

- 1) Fitting of the technical aspects
  - Requirements, criteria - What is needed for the position to be filled?
  - What the candidate has to offer: References, skills (4 areas of competence)
- 2) Fit as a human being
  - Gender, age, limitations;
  - Character: Ambition, sincerity, patience, commitment, kindness, ...
  - Experience, values and maturity level: Self-management and leadership requirements for high performance (VMI model)
- 3) The choice - How to decide optimally
  - Create Requirements Profile: Characteristics of the right employee
  - Selection interview: asking more questions than saying, active listening; question triangle - with role exercises/conversational feedback; evaluating; practice check: significant task
  - Second opinion: Intersubjective coordination of ratings

### 2. Personnel development - supporting the maturing process

- 1) From a bearer of hope to a high performer: executive is the most important personnel developer
  - Support PE systems, make use of support offers
  - Strengthen your own leadership skills: Fields of action of the PE / the manager
- 2) Modern leadership: transformational rather than transactional:
  - Task-related maturity levels: from beginner to professional (conducting to delegating leadership style: "situational leadership")
  - Determine personal responsibility and support
  - Agreeing goals instead of delegating tasks
  - Holistic, maturity-oriented leadership: from patriarchal to collaborative leadership style, i.e. from dependent reaction to interdependent shaping. Task and person in view: Value priorities as indicators (VMI model).

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<sup>1</sup> We are happy about diversity: people of all characteristics may feel addressed equally.

## Goals

- Participants are able to select applicants with confidence.
  - You can operationalize personality traits as verifiable criteria.
  - You can conduct an interview objectively using weighted criteria.
  - You can conduct an interview in such a way that experiences and habits are checked for credibility.
  - They have personal feedback on how they conduct their conversations.
- Participants can effectively develop employees:
  - They recognize fields of action of the PE and recognize personal priorities.
  - You know the leadership model "situational leadership", its potential for transformational leadership and its significance for practical personnel development.
  - You understand the difference between delegating and agreeing goals.
  - You recognize extended perspectives of value-oriented development on the basis of the maturity-oriented model of personality development (VMI).

## Modalities

- 2 individual seminar days, 9-17 hrs each
- 8-10 participants

## Individual implementation consulting:

- After each of the two partial topics there is the option of an individual (max. two-hour) transfer coaching with the speaker (within 3 weeks after the respective topic day).