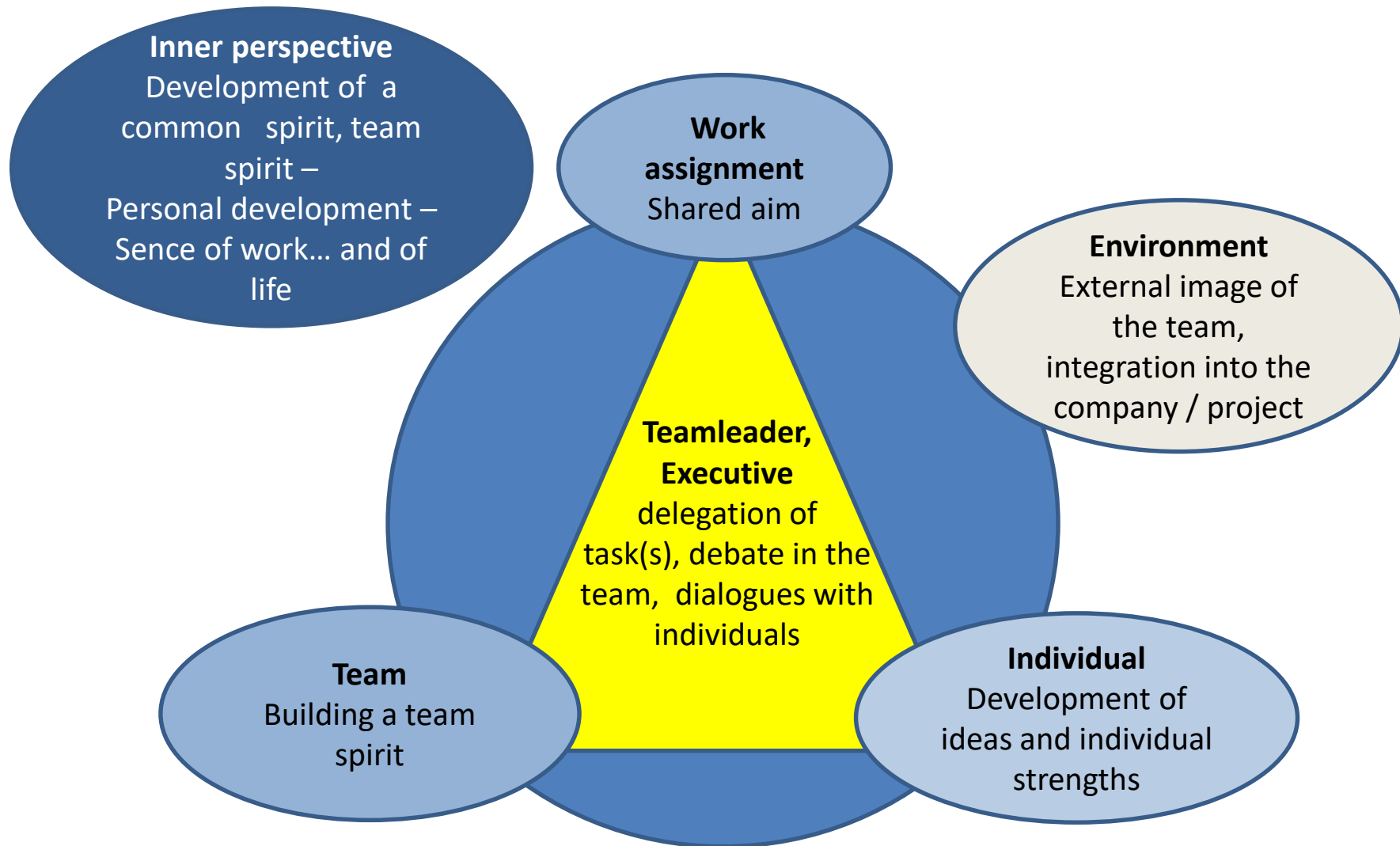


# Topic-Centered Interaction (TCI) Balance of Team Development



## **Essential Elements of ,Active Listening‘**

- Prepare yourself well on the subject; prepare a conversation concept, a conversation guideline
- Create a trustful atmosphere
- Be attentive, concentrate; yet remain unstrained, flexible
- Ask ,fertile‘ questions
- Use ,question technique‘
- Let the partner finish his/her speech
- Put yourself in the place of your partner (empathy), show comprehension

- Keep yourself in the background, withdraw yourself
- Take notes
- Observe nonverbal signals
- Summarize or ‚reflect‘ longer or more important passages
- Evaluate and follow-up the conversation -> get active, implement your part of the promises

**Within difficult situations**

**What helps us  
to keep the team  
in balance?**

**(1) related to  
the working task**

**(2) related to the individual  
team member**

**(3) related to the team  
as a whole**

**(4) related to the whole  
project**

**(5) related to a  
comprehensive thinking**

## **Guiding strength-centered discussions (e.g. with colleagues / employees in difficult situations)**

‚Re-valorisation‘ of adjectives

Find positive expressions for difficult parts of a character, which let the weak parts of a colleague / employee look in a ‚better light‘, even going to strengths (‚the other side of the medal‘)

e.g.

finicky, slow, overloading → painstaking, precise, careful

lazy, work distant → efficient

airy-fairy → creative

chatty → communicative, extroverted

Try to integrate the possibility to fulfil personal wishes of your colleague / employee.

Strengthen / intensify positive observations and experiences; new interpretation of former negative experiences. (‘Let’s try a new start.’)

Take a hard crash in the life of your colleague as challenge. Create defiance against the old and own weaknesses. (‘Now I will try it against all obstacles.’)

What runs easy for the colleague? (‘When is she/he in a flow?’)

Which kind of work would be more satisfactory for the colleague, also in a long run?

How would a work look like, which was created or co-created by the colleague her/himself?

Instrumentalize the ‘negative’ image of the colleague, which is valid for many people, who are important for her/him.

‘Wake-up’ the memory of the colleague for former ‚moments of excellence‘.

Pride as motor for motivation.

What could we both still reach together? (solidarity amongst colleagues)

Utilize resources of the colleague from the private sphere for the field of work.

- > biographic empathy

- > sense of work for the whole life, in the professional field as well as in the private sphere.