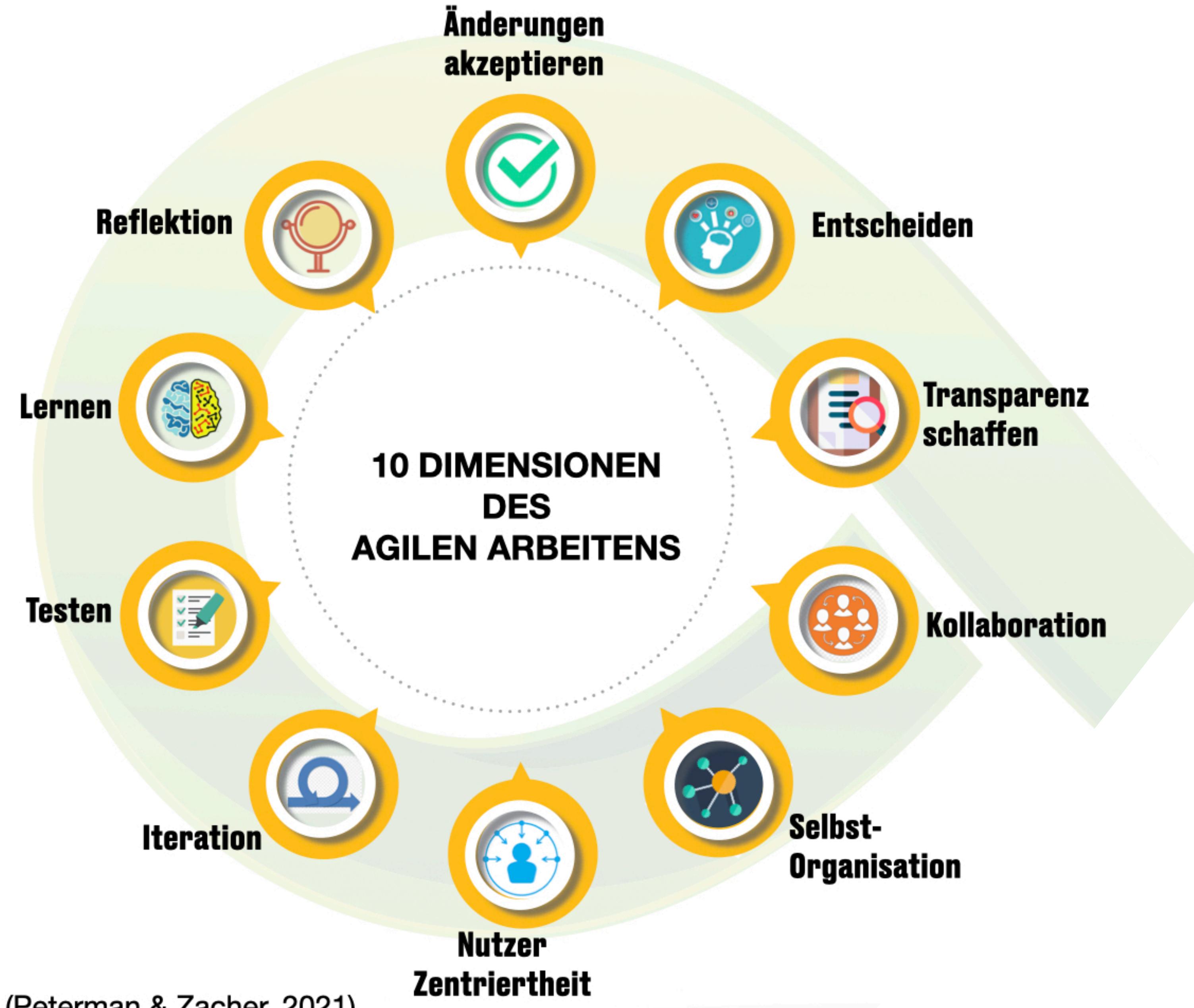


A wide-angle photograph of a majestic mountain range. In the foreground, a person sits on a grassy, rocky outcrop, looking towards the mountains. The mountains themselves are rugged with many sharp peaks and patches of snow or ice clinging to their slopes. The sky above is a clear, pale blue.

HAGLES ARBEITEN: Handeln oder Hadern

Dr. Carl Naughton



(Peterman & Zacher, 2021)

Agenda



**Who
is who?**



**Weniger
Unsicherheit dank
Neugier**



**Weniger
Unsicherheit dank
Zukunftsmut**

STATE OF CURIOSITY REPORT 2018



9 von 10 Mitarbeitern geben zu: es ist die neugierige Person, die Ideen zum Leben bringt.



61%

sagen: neugierige Kollegen bekommen am wahrscheinlichsten die Beförderung



Nur 12%

sagen, dass Arbeitgeber die Neugier ernsthaft unterstützen.

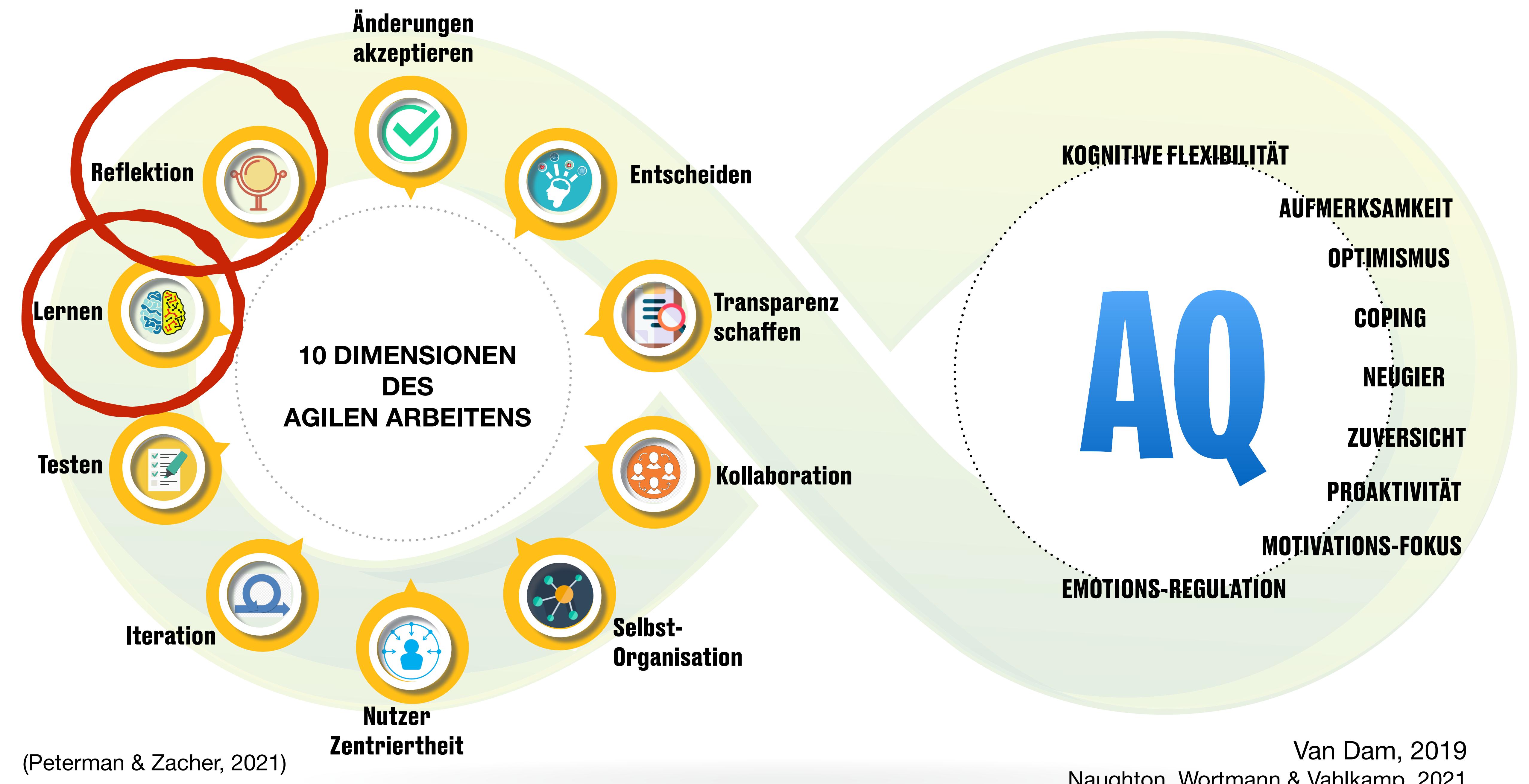
ENTDECKERFREUDE

WISSENSMANGEL

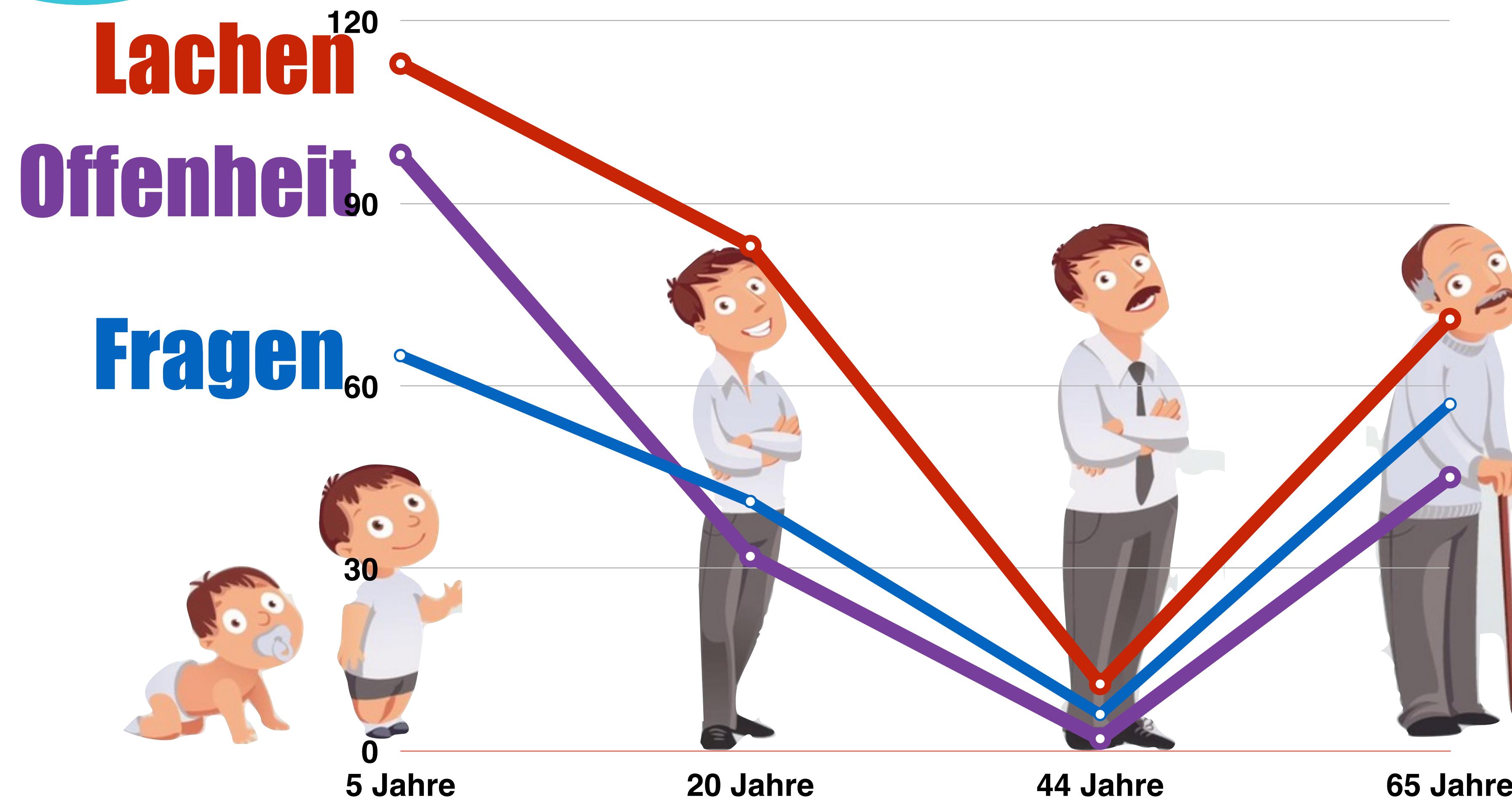
OFFENHEIT FÜR IDEEN

ANSPANNUNGSTOLERANZ





ENTDECKER FREUDE



Question Formulation Technique

1

Fragefokus
definieren

2

Fragen
sammeln

3

Fragen
optimieren

4

Fragen
priorisieren

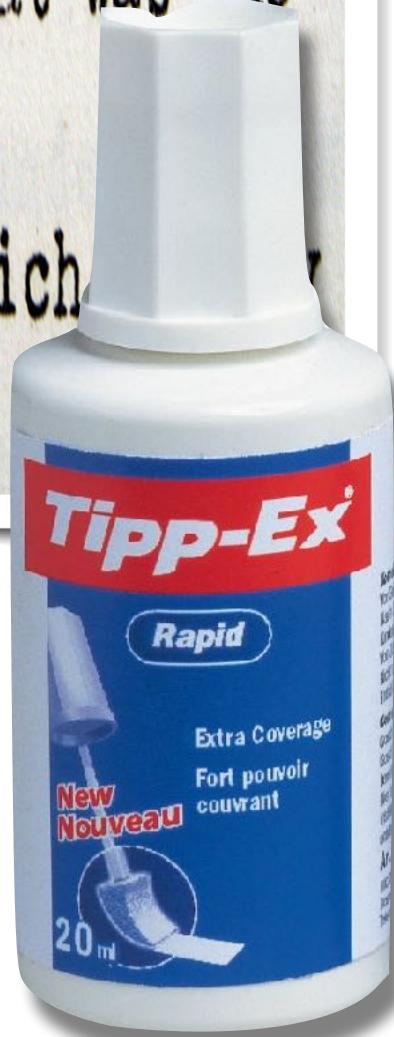
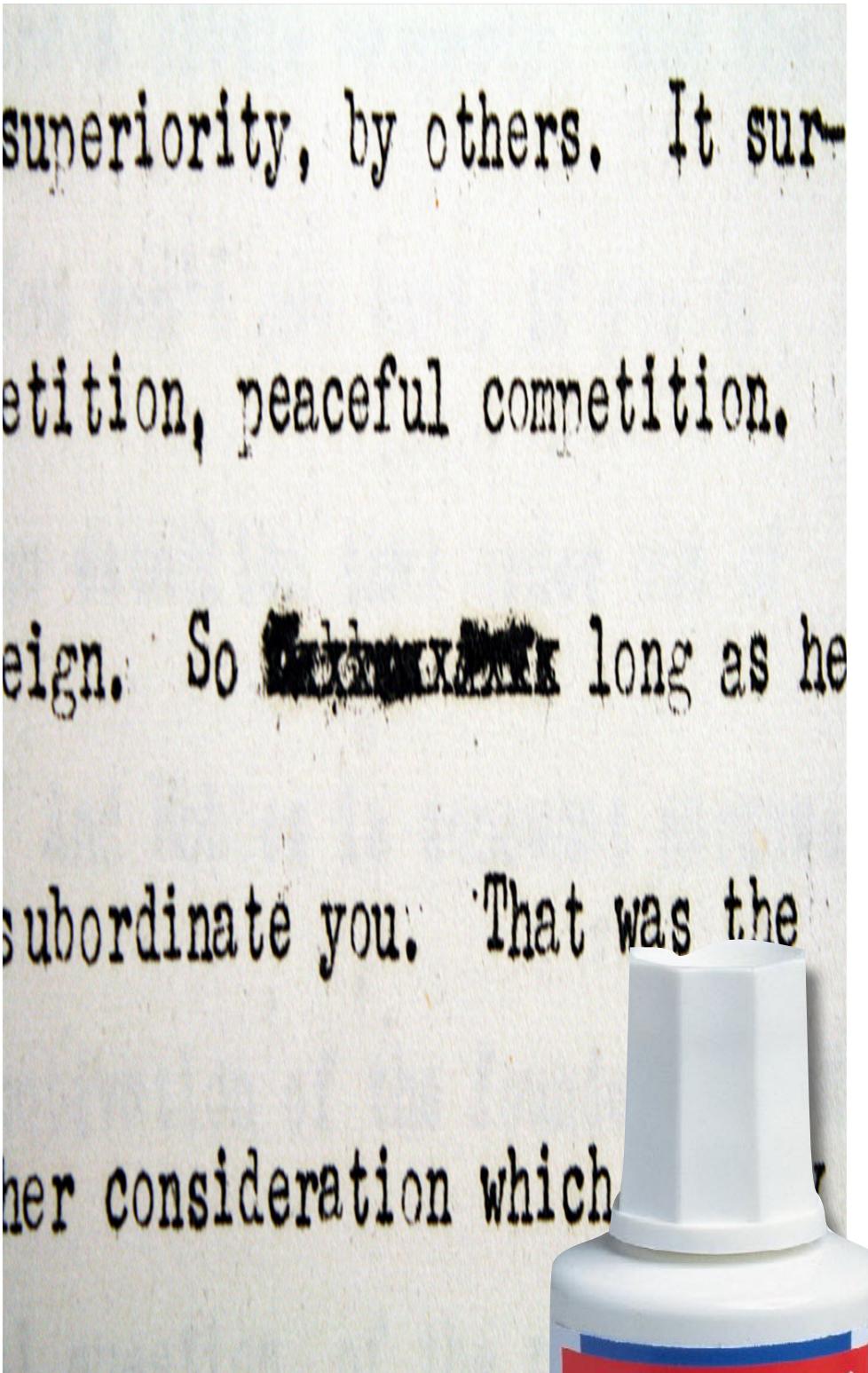
5

Next Steps
bestimmen

ENTDECKER FREUDE



Kernkompetenz :
Dem Chef den
Rücken freihalten



Question Formulation Technique



Kernkompetenz :
Gemüse züchten



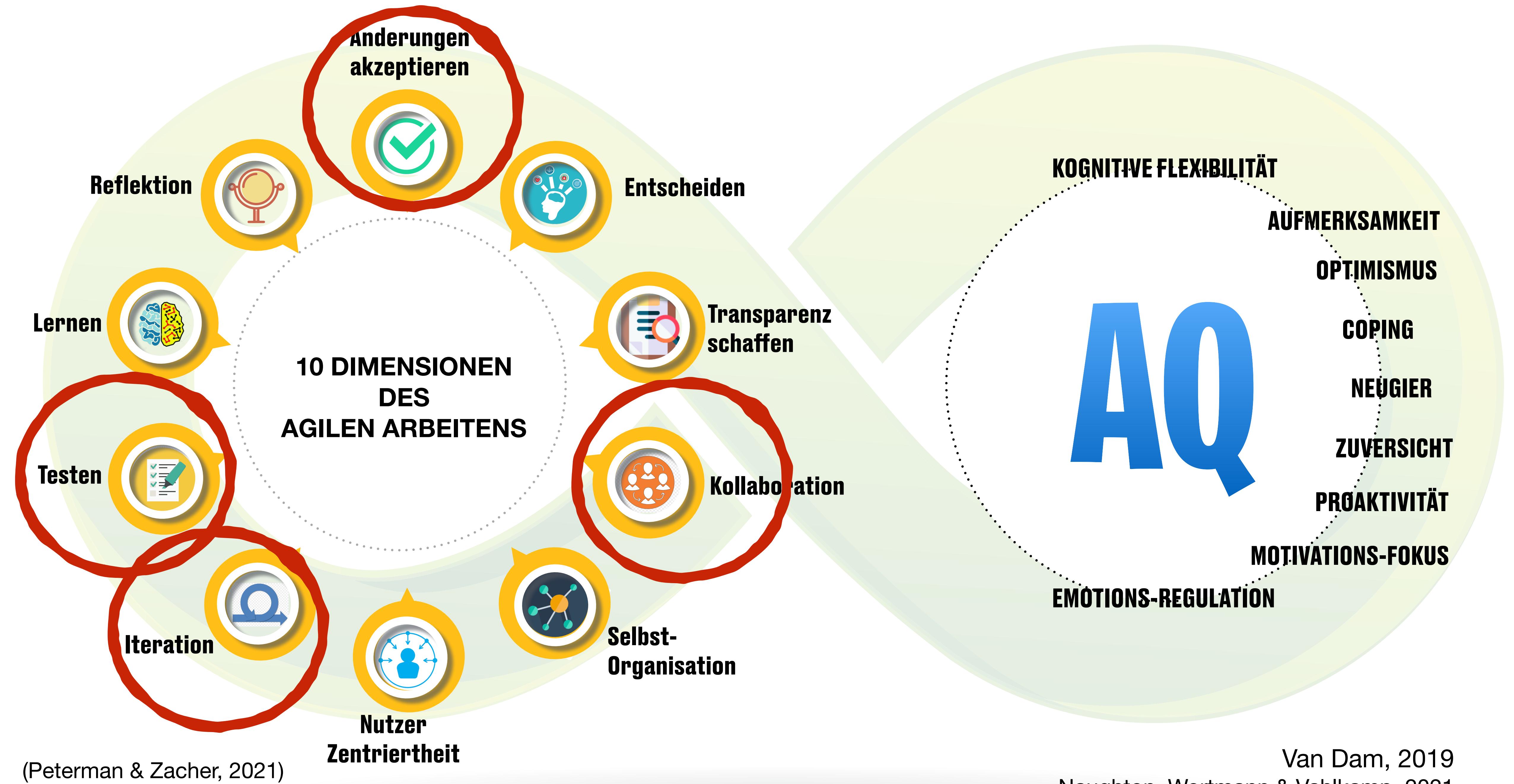
ENTDECKERFREUDE

WISSENSMANGEL

OFFENHEIT FÜR IDEEN

ANSPANNUNGSTOLERANZ





OFFENHEIT

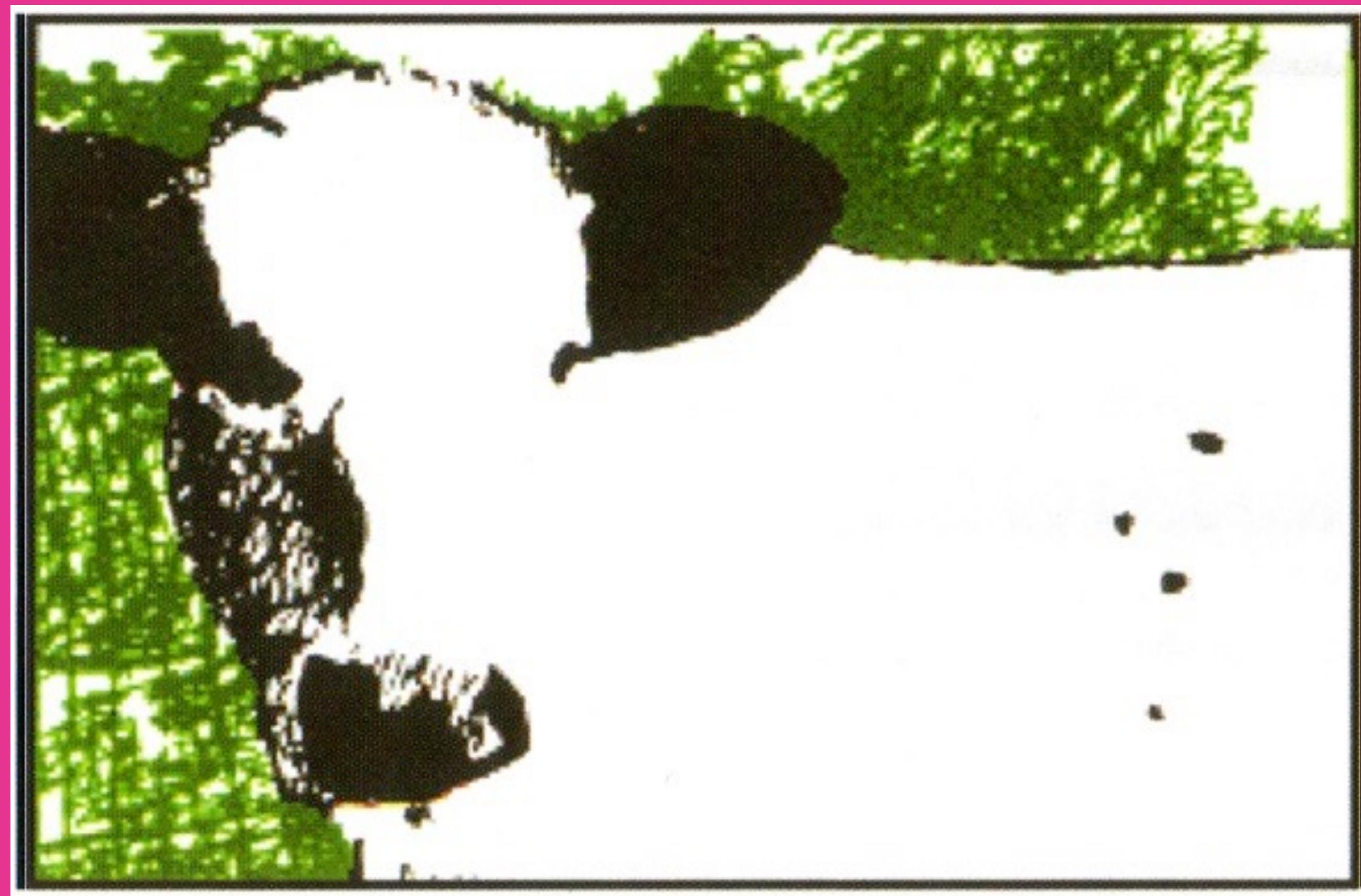


DAS TOOL



OFFENHEIT

DIE GEFAHR



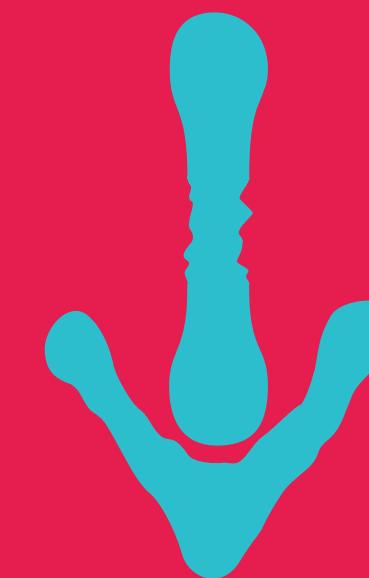
OFFENHEIT

DIE LÖSUNG



Zukunftsmut in Zahlen

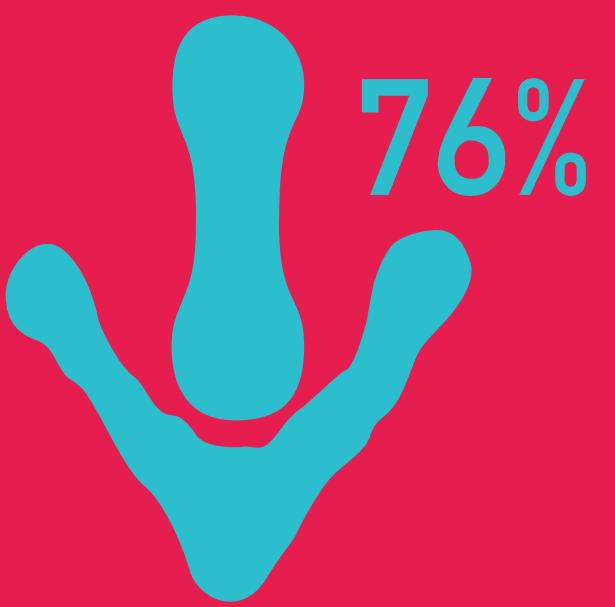
Neugier



Ideengenerierung

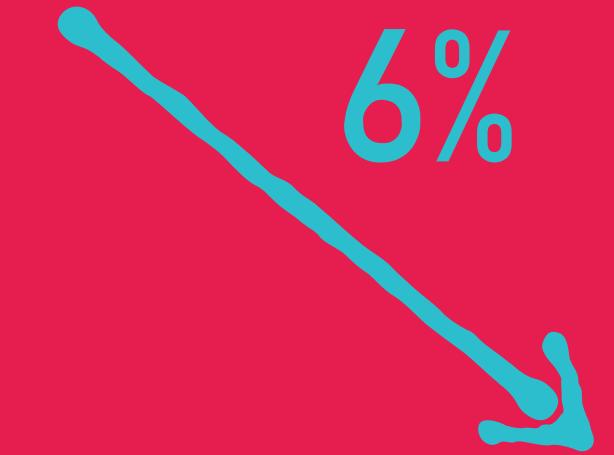
Naughton (2016)

Zukunftsmut



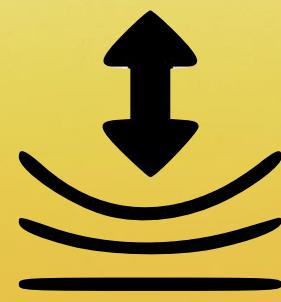
Innovationsverhalten

Naughton &
Zander-Schellenberg (2019)





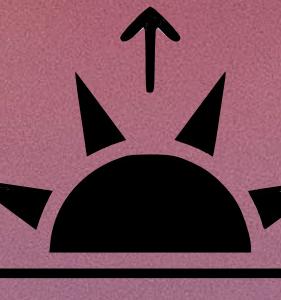
#ZUVERSICHT



#WIDERSTANDSKRAFT



#SELBSTWIRKSAMKEIT



#OPTIMISMUS

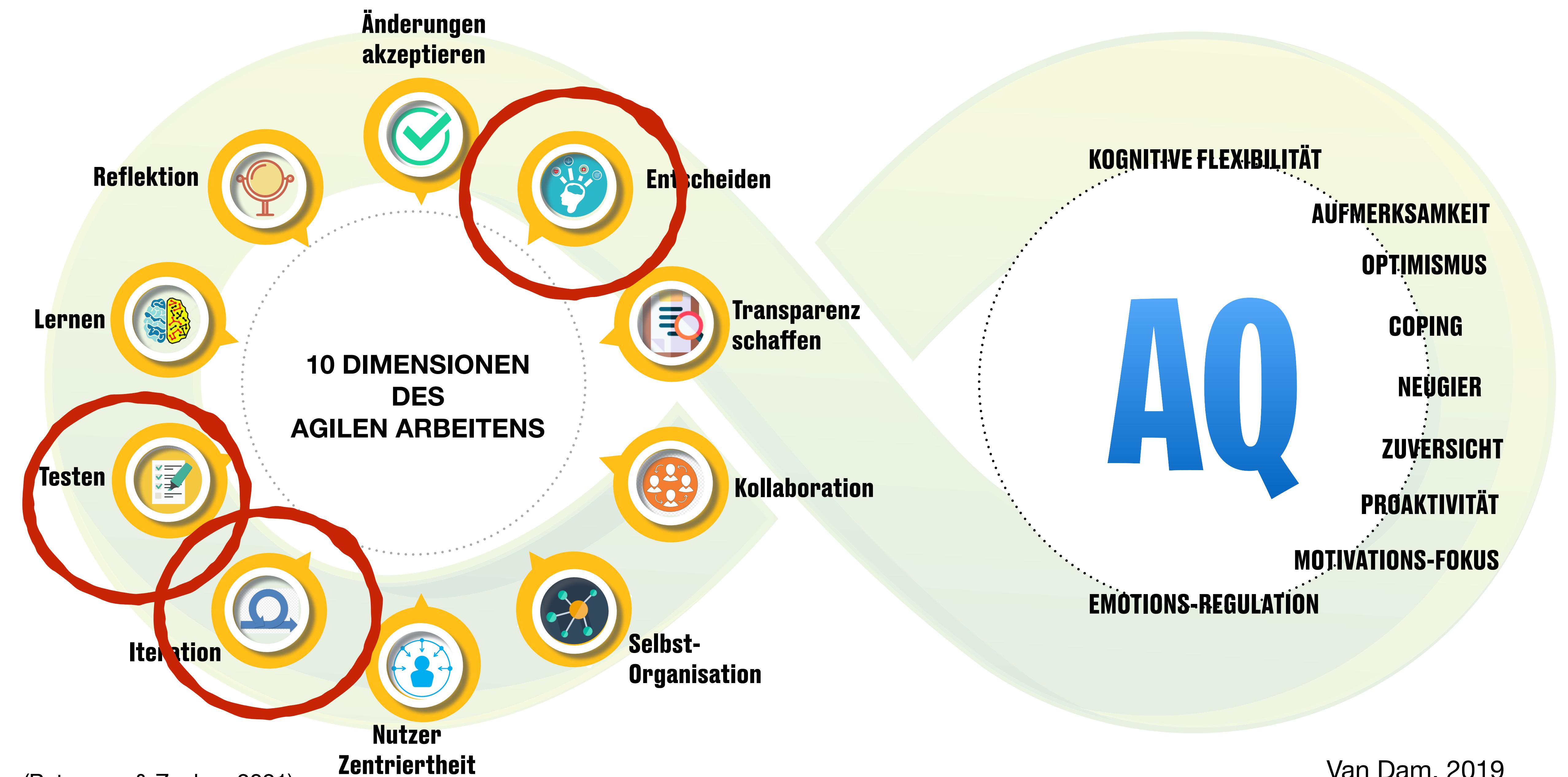


A photograph of a night sky filled with stars. The colors transition from deep purple at the top to orange and yellow near the horizon. In the foreground, the dark silhouette of a person stands on a rocky shoreline, looking out at the water.

Ich komme an die Ressourcen, die
ich brauche, um erfolgreich zu sein.

#SELBSTWIRKSAMKEIT

Ich reflektiere, wie viel ich im
letzten Projekt dazu gelernt habe.





Tool WIRKSAMKEIT ERHÖHEN !

**Wie oft habe ich ihr/ihm eigentlich gesagt,
dass ich fest davon überzeugt bin, dass sie/
er die notwendigen Fähigkeiten hat, um neue
Wege zu gehen?"**

Dov Eden // Tel Aviv University



Tool

WIRKSAMKEIT ERHÖHEN!

DIE SELBSTWIRKSAMKEIT ANDERER ERHÖHEN

DEIN
DURCHHALTE-
VERMÖGEN
IST
ÜBERWÄLTIGEND

Ich mag es wirklich, wie Du
.....

WO HAST DU
DIESE
SEXY
INNENEINRICHTUNG
FÜR DEINEN
KOPF HER?

Es überrascht mich immer wieder,
wie Du

DU ERINNERST
MICH DARAN,
WIE SICH
MÖGLICH
ANFÜHLT.

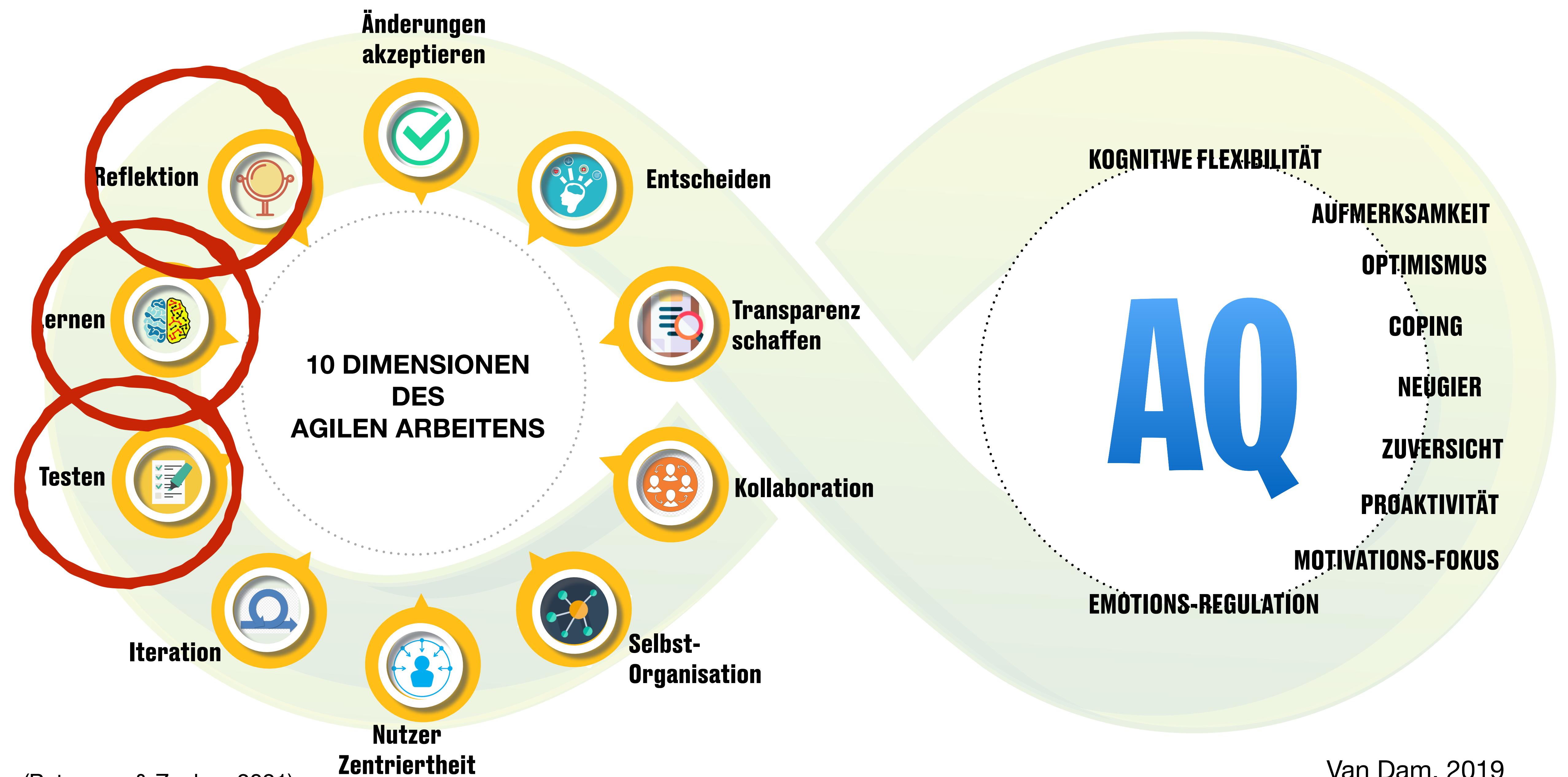
Die Art, wie Du
..... hat mich ermutigt,

A wide-angle photograph of a rural landscape at sunset. The sky is filled with vibrant orange, yellow, and blue clouds. In the foreground, there's a winding road lined with tall, thin trees leading towards a cluster of buildings. The land is divided into various agricultural fields with different colors of green and yellow. The overall atmosphere is peaceful and scenic.

Ich sehe zuversichtlich auf
zukünftige berufliche Ereignisse.

#REALISTISCHER OPTIMISMUS

Ich weiß, welchen Anteil mein
Können an Erfolgen ausmacht.





OPTIMISMUS

HBR.ORG

Harvard Business Review

JANUARY-FEBRUARY 2012

66 The Big Idea
Runaway Capitalism (Beware the Peacock Effect)
Christopher Moyer and Julia Kirby

139 Managing Yourself
The Skills Every 21st-Century Manager Will Need

156 Life's Work
Kareem Abdul-Jabbar

PLUS Audacious Ideas 2012

SPECIAL DOUBLE ISSUE

THE VALUE OF HAPPINESS

HOW EMPLOYEE WELL-BEING DRIVES PROFITS

Optimism = Sales Success

Metropolitan Life Case Study

Corporate Snapshot

Metropolitan Life is a leading provider of insurance and other financial services to millions of individual and institutional customers, now operating across the United States, Asia Pacific, Latin America and Europe.

The Challenge

In the mid 1980s, Metropolitan Life was hiring 5,000 salespeople a year and training them at a cost of more than US\$30,000 each (over two years). Of these salespeople, half quit the first year and four out of five within four years.

The Objectives

In light of such high turnover and equivalent costs to the organisation, MetLife wanted to identify people who would:

- Be better at handling frustration
- Take each refusal as a challenge rather than a setback
- Be resilient, courageous, and would not give up
- Find solutions, follow through and succeed

The Solution

The C.E.O. of MetLife approached psychologist Doctor Martin Seligman at the University of Pennsylvania and invited him to test his processes on the importance of optimism in people's success. Dr. Seligman has found that when optimists fail, they attribute the failure to something they can change, not to some innate weakness that they are helpless to overcome.

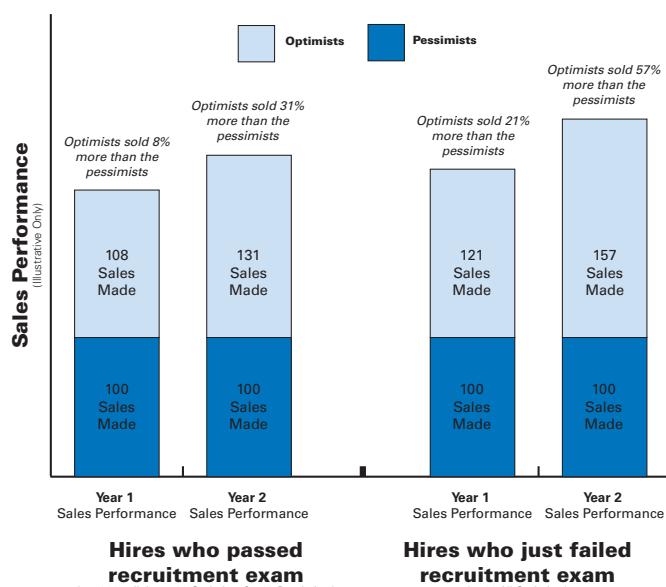
Dr. Seligman tracked 15,000 new MetLife consultants who had taken two tests. One was the company's regular screening exam, the other Dr. Seligman's profile measuring their levels of optimism. Among the new hires was a group who flunked the screening test but scored as "super-optimists" on Dr. Seligman's exam. And sure enough, they did the best of all; they outsold the pessimists in the regular group by 21% in the first year and 57% in the second.

The Results

Dr. Seligman suggested that they hire only people with high levels of optimism. When scores were matched to actual sales records, it turned out that consultants who scored in the top half for optimism sold 37 per cent more insurance over two years than those in the pessimistic bottom half.

Even more interesting, consultants who scored in the top 10 per cent for optimism sold 88 per cent more than those ranked in the most pessimistic 10 per cent. (MetLife no longer employ the bottom 25% of applicants because of sales results, training costs and ROI).

MetLife Sales Hires and Sales Performance



"This test could save insurance companies millions of dollars in training costs alone."

(Psychology Today)



OPTIMISMUS

1. PERSON
Mein Erfolg vs. Purer Zufall

2. DAUER
Immer so! vs. vorübergehen

3. FOLGEN
**Wirkt auf alles vs.
wirkt kaum**



OPUMTACHUS

1. PERSON

Übernehmen Sie konsequent die Schuld für schlechte Nachrichten.

2. DAUER

Gehen Sie davon aus, dass die Situation immer gleich bleibt.

3. FOLGEN

Diese Situation wird alles spätere beeinflussen



OPTIMISMUS

1. PERSON

Realistische & persönliche Gründe
für den Erfolg.

2. DAUER

Gutes bleibt, Schlechtes wird
vorüber gehen.

3. FOLGEN

Diese Situation wird nicht alles
Nachfolgende beeinflussen.

A wide-angle photograph of a majestic mountain range at sunset. The mountains are rugged with many sharp peaks and patches of snow. In the foreground, a person with long hair, seen from behind, sits on a grassy, rocky outcrop, looking out over the vast landscape.

ZUKUNFTSMUT

Dr. Carl Naughton