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## Was Sie aus diesem *essential* mitnehmen können

- Veränderungsunterstützung lässt sich am besten aufbauen, wenn sie als ein kontinuierliches Konstrukt verstanden wird. „Widerstand“ ist als Begriff nicht zielführend.
- Mitarbeitende sind einer Veränderung i. d. R. zuerst ambivalent eingestellt. Ambivalenz kann aufgelöst werden, indem hemmende Kräfte reduziert und treibende Kräfte verstärkt werden.
- Geben Sie als Veränderungsagent nie eine finale Lösung vor, sondern beziehen Sie die Mitarbeitenden aktiv in die Lösungsgestaltung ein.
- Problemorientierte Dialoge schaffen Probleme, lösungsfokussierte Dialoge erzeugen Lösungen.
- Sitzen Sie in Gesprächen mit Mitarbeitenden häufiger auf „ihren Händen“ und lassen Sie diesen mehr Anteile im Gespräch. Reflektieren Sie deren Aussagen, um Empathie aufzubauen. Sprechen Sie von „wir“ statt „du“ vs. „ich“ um eine kollaborative Kommunikationsatmosphäre zu etablieren.

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