

Module 3

Social Competences

Mediation

Moderation

Target work

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1 Part 1: Conflict Management

Conflicts are integral component of any form of coexistence. Since conflicts are often perceived as struggle situations it is likely that an intrinsic conflict dynamic develops which makes peaceful, constructive and non-violent arrangements impossible. Thereby the attitude is widespread that the own advantage can only be achieved via the loss of the opponent (so-called zero-sum game). Studies investigating the behaviour of people in conflict situations show that a majority of the experimental subjects tend to use their own advantage intensifying efforts or strict insistence on the own point of view - even when their own failure looms ahead. This behavioural pattern is often accompanied by increasing confinement of perception and decision capability. Conflicts impair our capabilities to perceive and our intellectual and imaginative life by such an extent that we are not able to see things in perspective during the course of events. It seems as if our sight becomes more and more blurred; our insight and perspective on the problems and events towards the opposing people is diminished, contorted and is completely one sided. Our capability and imagination is following compulsions we are not really aware of.

At least **two parties** are exist

A common conflict field exists

- different intentions to act
 - conflicting objectives
 - conflicting processes
 - conflict of distribution
 - conflict of relation
 - antipathy
 - different definitions of rolls
 - diverse relationship expectations
- Existence of **emotions**
- mutual attempts to influence

2 Constructive Conflict Solution

2.1 Only a fight without a winner is a won fight

Conflicts often arise in groups. They are part of the group dynamic and mostly they lead to productive work after their successful accomplishment. Conflicts emerge when the concerned parties depend on each other and one or both parties intend to or execute actions at the same moment which (could) result in the feeling of being hindered, blocked, threatened or violated. The conditions which can result in a conflict

e.g. can be values, visions, objectives, attitudes, motives, perceptions or manners. As long as the conflict exists it will be prevented that the group can aim objectives in a body, to handle tasks in a coordinate manner and to design relationships with confidence. Therefore a constructive conflict solution is to be aimed at. To accomplish the conflict two strategies are contemplable:

- **Poker strategy**

Every conflict bears winners and losers. Enforcement on the other party's expense is one strategy.

2.1.1 Problem solving strategy

Every conflict is a problem which basically is solvable and which conveys advantages for both sides.

2.1.2 Support for Conflict Management

Control excitation

The other person can be criticized, yet respect and esteem are to be ensured. Stick to matters of fact.

Inspire confidence

Reveal yourself, show your emotions and hereby spare the other person.

2.1.3 Communicate openly, in doing so, mind:

- **Situation**
is the place convenient? Is there enough time? Do I want to take the time? (This is advisable if one side is desperately inferior and doesn't know how to handle the conflict and is dominated by intense emotions like fear or rage).
- **Perception**
Do not express vague speculations but integrate observable events and facts into your argumentation
- **emotions**
Talk about own emotions
- **Attitudes**
talk about the advantages of a cooperative conflict treatment versus the disadvantages of a competitive conflict treatment and appeal to the self-respect of the other party.
- **Problem solving**
Is the problem defined comprehensibly and clear or are there several problem

definitions? Are the factual as well as the personal aspects of the problem taken into consideration? Did the parties take time to collect and exchange all necessary information? Are the goal perceptions clear and comprehensible to all parties? Are the parties willing to treat various suggestions as solution? Are the parties ready to search a conjoint solution? Is there an agreement about the preferences in evaluating a solution? In deciding for a solution is it considered whether it contains compensation or admits compromises? Are all parties ready to accept and back the decision?

- **Digest personally**

A conflict is only then settled when all affected parties are alike that they can live and work with the agreement made and they no longer sense the existence of a conflict.

Questions to ask the members of a conflicting group by a moderating advisor

Description of the problem and concernment

- What is the problem?
- Why do you (and your counterpart) think of this problem that it is (not) a problem?
- Who of the parties concerned also think that the problem is (not) a problem? And why?
- Who would most likely settle on the fact if the problem was unsolvable?
- When did the problem **lately** not occur?

Operationalisation of dialog objectives

- How do you detect that the objective would have been achieved (or that the situation has changed)? What has changed?
- If a fairy godmother charmed the problem away overnight: How (and when!) would you notice: Oh, the problem is solved?

Circle-Questions

- How do you think your counterpart would describe your position or your objectives?
- How would your counterpart see the situation (problem)? Why would he/she be able to regard it differently?
- Who else would see it differently? How would he/she regard it?
- What does Mr. X if Mrs. Y intends to do also is regarding it alike?
- How can you help me (or your counterpart) so that I can help you (or your counterpart)?
- What is your counterpart realistically supposed to do, if I was to support your objectives without abandoning his completely?

Worst Case Consequences

- What if the cause was allowed to continue (or if nothing would be done)?

- Which impact would the various solution trials have?
- How do you evaluate the consequences and how would your counterpart evaluate them?
- How could the problem even be increased?
- How could the whole cause be aborted or sabotaged?
- Who could contribute most to this?

The twelve "Ingredients" of Conflict Solution

- Mutual respect
- Search for a common denominator
- Register of needs, desires and worries
- New formulation of the problem or the question of dispute
- To find a result which is acceptable for all
- Have alternatives ready and stay flexible
- Stay open for new ideas
- Stay positive
- Solve the problem together
- Omit the word "but" from your vocabulary
- In case your procedure doesn't work change something
- Inhale (breathe) deeply

2.1.4 Levels of Escalation of a Conflict (Friedrich Glasl)

These 9 escalation levels serve as orientation within the conflict events and in order to detect the position of the conflicting parties in the development of the conflict.

The possibility to estimate on which level of escalation the conflicting parties are, offers a tool to keep the distance and to pursue the course of the escalation from the outside position.

Level 1 - Tension

Every conflict begins with tensions - yet these are not necessarily to be perceived as the start of a conflict.

Level 2 - Debate

Contrasts are already emerging more clearly - tensions are clearly perceived as conflict. Strategies and competition start to determine communication and tactics are used as "weapons".

Level 3 - Deeds instead of Words

The primary objective of the opposing parties is to enforce their own intentions and to retard the opponent's attainment of his goals.

In passing to the third level it often happens that communication is discontinued. The motto is: "Conversation doesn't help anymore, now deeds have to follow". The annoyance is "acted out" and the determination to assert oneself against the other person is accelerating the escalation.

Level 4 - Coalitions

The transfer to level 4 results in a new image: In order to fight the opponent party reinforcements are searched for and coalitions are formed. The conflict partner is made responsible for his own behaviour because everyone is only reacting to the other one. The opponent is supposed to lose his face by means of defamation.

Level 5 - Loss of Face

The opposing party is denounced by means of undermining - through the loss of face the identity is supposed to be irretrievably destroyed. Reciprocal breach of faith is typical.

Distrust poisons communication and fortifies the vicious circle.

Level 6 - Threats

The conflicting parties want to prove their power by means of threats - at the same time there is attempt to get absolute control over the situation.

The radius of operation is constricted a fact which always leads to more radicalization and to additional force; threats and ultimate are posed (if not... then) whereas the consequences leave no alternative for the opposing party.

Level 7 - Restricted Destruction

Actions of destruction are planned and executed. At this level it is not about the total destruction but about the suppression of the opposing party.

The opponents are trying to damage each other by using deliberate tactics of deceit and lie.

The opposing party is denied human qualities. Reversal of the values into the contrary effects that even a small personal damage is seen as a win.

Level 8 - Dissipation

Now actions of destruction are executed in order to hit the opposing party at their very roots. Objective is to paralyse and destroy the enemy, the hostile system.

Level 9 - Together into the Abyss

Now there is no way back! The total confrontation is leading to annihilation, also for the price of the self-destruction as far as the pleasure of the mutual nemesis.

3 Part 2: Mediation

3.1 What is mediation?

The term "mediation" originates in the English language and means "mediation" (agent negotiates)

Originally mediation is an extra judicial conflict regulation method which had been newly discovered and successfully applied in the USA at the End of the Forties as a mediation method during the labour fights. During the Sixties and Seventies the technique of mediation was further developed and spread all over the world. It is applied effectively in various scopes as extra judicial conflict regulation, e.g. in the scope of economy, spatial planning, in schools, clubs, political parties and institutions; economy-related conflicts and ecological issues; yet also in the classical domains like family mediation, the separation and divorce mediation.

Definitions/ further explanation:

Mediation provides the possibility to handle conflicts by means of an extra judicial procedure.

With the support of a mediator all involved conflict parties are eager to develop - mutually, pressure-free and autonomously - a conflict solution which has been accepted in consensus. Compared to judicial proceedings there are not only legal aspects considered, on the contrary the interests of the involved are in the foreground and not the positions, legal aspects or power/authority. In doing so the mediators have no authority to decide, they merely support the parties during the quest for tailored solutions; the opposing partners finally decide whether the mutually developed solution conforms their conception and requirements, so that the conflict can be settled. The opposing parties themselves are responsible for the solution.

3.2 What are the advantages of mediation?

- Previous conflict management methods are expanded resp. complemented through the application of mediation - whereas the mediation procedure offers a good alternative for persons, who do not want to consult a lawyer or a judge.
- The opposing parties are able to handle their affairs by themselves and do not have to surrender the solution of their problems to the extrinsic decision by a judge. So the parties themselves can decide about their future and safeguard their interests.
- The development of own, practical, tailored and by all parties accepted solutions, which consider the interests of all conflict parties, is made possible.

- The conflict is investigated ("illuminated") and treated from all sides. Solutions are collected, analysed and evaluated: this conveys the development of a solution which finally all opposing parties agree upon.
- Mediation offers the opportunity to creatively handle conflicts in an esteeming atmosphere. This is of particular relevance, in case it is necessary to also constructively communicate in the future (e.g. mediation during separations or divorce).
- As to solutions and contracts which were developed conjoint during a mediation process, there is a higher willingness to future comply with these contracts resp. conditions.

3.3 Group and Team Mediation

Is to be applied successfully in case communication within the group is disturbed, conflicts are arising at increasing intervals and therefore success visibly fails to appear because constructive arrangements are no longer possible without conflicts.

With involvement of a neutral third person (mediator) such stalemates can be changed and a cooperative creative collaboration is possible again.

Objective of the mediation is to support the team resp. group to find a new form of cooperation to finally be able to work together successfully again as team.

3.4 Family Mediation

Family Mediation is about the regulation of family problems in matrimonial, non-matrimonial and post matrimonial relationships. Especially families again and again have to face problems which seem to be unsolvable (e.g. due to generation problems); there a constructive solution wouldn't be possible without professional help. Here mediation provides support by means of promoting the communication among the opposing parties, the pursuit of objective solutions and by successful mediation amongst the family members.

Examples for the Application of Mediation in the Family Domain:

- New forming of families (cue: step-parents)
- Education (clarification of questions...)
- Generation conflict (adolescents - adults - grandparents)
- Conflicts of parents
- Before marrying (issue of a marriage contract with the help of mediation)
- Controversy about training costs (mediation in order to develop the optimal solution)
- Accommodation and nursing of elderly parents

- Inheritance disputes (here mediation provides an alternative to avoid legal procedures).

3.5 What is the objective of mediation?

- future-orientated solutions of interests and conflicts which are supposed to make all involved parties winners, so-called "win-win-solution", i.e. all concerned parties finish the mediation process with the feeling of having gained an utmost asset.
- During the course of the mediation process the communication between the opposing partners is especially focused on, because the personal commerce and the esteeming converse with each other can smooth the way for the future design of relations resp. work cooperation.
- All parties get the possibility to express their own interests and emotions with the objective that all opposing parties show more understanding, acceptance and respect for each other.
- Mediation creates the possibility to autonomously - and on one's own responsibility - solve a factual conflict on a voluntary basis and during a personal conversation with the help of a neutral person (the mediator). The opposing parties are developing and determining own decisions and solutions with each other.

3.6 Design of Mediation

The mediation proceeds in single steps, which subsequently depend on each other. The topic of the conflict is investigated more and more closely. The last step leads to the solution of the conflict. Every step is dedicated to one very special topic, by means of specific points which have to be discussed resp. questions which have to be clarified.

Sequencing the seven steps of the mediation procedure, with the topics and questions which can arise therein (Yet please note: This is a pattern which is supposed to illustrate the mediation process. In reality conflict procedures of course can deviate from it!):

3.6.1 Introductory Preliminary Talk

- What is objective and purpose of the mediation?
- Description of the approach and the procedure of mediation
- Determination of the principles and do's and don'ts

- Explanation of the role of the mediator
- Short description of the conflict
- Examination whether mediation is appropriate for the solution of the conflict
- Fixing cost of the mediation procedure
- Decision of both resp. all involved parties to conduct a mediation

Outlining the Conflict and Collecting Facts and Backgrounds

3.6.2 Subject areas of the conflict are compiled

- Disclosure of numbers and facts
- Collecting of subjects of problem and argument
- Outlining the perception of the single opposing parties
- Emotions, desires and interests of the conflict parties can be expressed
- Reduction of the emotionally stressed atmosphere
- Patterns of conflicts receive a thorough examination
- "Mirroring" (reflection) of the point of views, recapitulation of the heard by the mediator.

3.6.3 Treatment of the Conflict - Search for Possible Conflict Regulations

- Attempt to encourage respect and mutual acceptance
- Where are the actual problems and interests located?
- Understanding of the different points of views
- Elaboration of the differences and communalities
- Collecting of the necessities and desires for resolution from the parties
- Collecting of suggestions and possibilities for a resolution
- Development of ideas for the conflict resolution

3.6.4 Search for Solution Possibilities - Negotiating - Validation of the de facto Execution of the Conflict Resolution(s)

- The communication between the opposing parties is supposed to be restored
- New, creative cooperation and mutual confidence will be possible again

- "Brainstorming for ideas" - creative ideas are collected together and the way is smoothed for new behavioural patterns,
- Decision criteria are established, Which solution possibilities are according to the needs of the single parties?
- Work on the solution of the (factual) problems, Exploration of solution possibilities and working out of the very solution which could be advantageous for all opposing parties.
- The best solution is chosen and negotiated
- Possibility to execute the solution will be examined
- Comparison of the agreed-upon solution with a potential judicial solution
- Agreement about the best solution, which will be accepted by all concerned parties (consensual!) and which will be profitable for all ("win-win-solution")
- Description of the negotiated solution in a written record (Memorandum)

4 Part 3: Moderation

4.1 The Term

Nowadays the expression moderation is used for every form of conducting groups so that the classical function of leading or guidance is embraced by this term. Therefore no exact performing profile of a moderator is existing and in many cases nothing else than rhetorical and metaplan-technical training is meant. Every whatsoever natured discussion guidance is mostly labelled by the inviting meeting-participant as moderation, whereas cooperative behaviour during the discussion is not necessarily emphasized? Often in practise also matters which are discussed under the expression mediation are added to moderation.

The original meaning of the word moderation actually denotes "temperance" or "to be moderate" and is known since antiquity. In everyday-life the expression is characterized by the role of the television-moderator whose tasks amongst others is to direct and conduct the conversations between different participants according to certain perceptions during radio- or television broadcastings

4.2 The Role of the Moderator

The function of the moderator is full of pitfalls. In a moderated meeting proceeding without any problems, the participants barely perceive the moderator. In an atmosphere of resentment (when all is haywire) a good deal of experience is necessary to integrate all interests, to help the parties involved to receive a result and above all not to create losers. The latter undeniable is the biggest challenge moderating a conversation in the course of which the employees concentrate to give feedback to the executive for the first time.

For the success of the moderation procedure the moderator is likely to have the vital function: While the contents are generated by the group the moderator is responsible for the structure of the meeting as well as for the documentation of the generated contents. By means of pursuing the right questions he helps the group to receive intelligent results. Via subsumption and contents wise accentuation he will even give indistinct contents a clear and suitable form.

The role of the moderator initially can be compared with the one of an organizer. Both during the preparation and execution of the moderation-session he has the vital function: He clarifies the objective of the moderation, i.e. the assignment, he prepares the (dramatic) composition, and he takes care of the necessary moderation material and its preparation. Finally he carries the overall responsibility for the exterior success of the moderation.

Then the moderator has the role of the leader. In each group only one person can take over the leadership role. It is imperative that this function stays with the moderator. Yet he doesn't fulfil this function for self-purpose but in order to achieve the assignment. In doing so the moderator's style of leadership is characterized on one hand via articulateness and on the other hand via a compound of contents-wise democracy (the group determines contents and results) formal directive (the moderator determines the time-schedule, determines the chronology of the messages, asks questions and determines the work stages).

4.3 Recapitulation of the Functions of the Moderator:

- Clarification of the assignment and the objectives of the moderation
- Creation of the dramatic composition
- Organizational preparation of the meeting
- Introduction into topic
- Determination of the moderation contents
- Guidance of the discussion process
- Pointing out of contents and indistinct contentual contributions
- Responsibility for the visualization and documentation of the results.

4.4 Further reference:

Thönneßen, Johannes & Reisdorff, Josef (1999). Vorgesetzten-Feedback: Die Kunst der Moderation. Personalführung Heft 12, S. 54-57.

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WWW: <http://www.lfu.baden-wuerttemberg.de> (04-07-04)

5 Part 4: target work

5.1 Preamble

Target work is a method which applies to the target group of the psychologically ill and tries to define targets which only yield results through the practical implementation by clients.

The targets formulated on the part of the clients themselves are compared to the current state and thus a realistic assessment of the targets is to be allowed for. After the target formulation attendants and clients try to develop a practical example for how clients may best put these targets into action. It is important to note that the targets defined have to be developed on the part of the clients. This is the only way to realistically assess and implement targets.

5.2 Target formulation

In written form	Only targets which are set out in writing safeguard a commitment. You can formulate articulate targets clearly.
Specific	Imagine the target as concrete as possible! Question: Who - Where - When - What - How exactly?
Positive	Attractive targets are formulated positively. Think about what you want to achieve and avoid taboos which are formulated negatively.
Presence	In formulating pretend that you already achieved your target (E.g. "During team-decisions we are collecting all propositions, are examining these honestly and agree on a common solution).

5.3 A potent target is

- 1) Precise and distinct
- 2) Measurable and controllable
- 3) Significant for you (desirable)
- 4) Without contradiction and believable
- 5) Challenging
- 6) Realizable
- 7) Acceptable and compatible
- 8) formulated positively (and in the present tense)
- 9) One that can be visualized
- 10) Connected to feedback (until when?)

5.4 Target framework

5.4.1 Positive

Think about what you want instead of thinking about what you don't want.

Question: "What would I like to have more (prefer)?"

"What do I really want?"

5.4.2 Active accompaniment

Think about what you will do actively and what you can influence.

Question: "What am I going to do to achieve my goal?"

"How can I start and keep up'?"

5.4.3 Specific

Imagine your goal as specifically as possible.

Question " Who, where, when, what and how exactly?"

5.4.4 Evidence

Think about a proof which is perceivable sensuously, which makes you sure, that you obtained what you wanted.

Question: "What am I to see, hear and feel, once I attained it?"

"Whereof do I recognise that I achieved it?"

5.4.5 Resources

Do you dispose of adequate resources and options in order to achieve your target?

Question; "Which resources do I need in order to achieve my target?"

5.4.6 Dimension

Does the target have the appropriate dimension?

If it is too grand, ask: "What does prevent me to receive it?"

and convert the problems into smaller targets. Point them out sufficiently and make them achievable.

5.4.7 Ecology Framework

Check the consequences in your life and your relationships which would turn up if you were to achieve your target.

Question: "Who else is concerned by this?"

"What would happen, if I achieved it?"

The last step: Implement it!

You are to make the first move.

A journey of thousand miles starts with one step.

5.5 Changes

Today we are dealing with the topic changes. I only can achieve a change if I exactly know what I want to change, how it is supposed to differ, e.g. I have an exact image of what shall be different.

Thereto it is indispensable to reflect about the present aspects of the very thing or situation I want to change; something which is forgotten far too often. A fact that reluctantly always is glossed over because it is aggravating and irksome yet if neglected change doesn't work.

Only if I am exactly aware of the present and de facto situation and furthermore able to recognize and describe it, I will be able to view what has to be changed in order to motive force in my life.

In any case - any goal that I set myself, any change that I want to achieve demands three work stages from me:

- b. I reflect about my present situation, what is burdening, aggravating and needs to be altered; I might even conclude, that presently I am not willing to change anything yet, because this situation offers protection and certainty or conveys the important feeling of consistency.
- c. Yet if I am ready to change something, the next step is about conceiving an exact idea about the future image of something, how the future altered situation will look like, which goals and future prospects, future perceptions are in my mind.

- d. Only if I am sure where I want to go, what my goals are, I will be able to set off for it. The saying "I don't know where I want to go yet I will be there quickly" unfortunately doesn't work.

Only if I have a clear imagination, ideas and pictures of the future I will be able to find the way into it. The advantage for the members of this class is that we mutually can accompany and support each other on the path to new targets. It is the pleasure of the trainers to support yet we also want to stress out that we are talking about hard work, a lot of time, energy and power.

5.6 Status quo

- How does my life look like at the moment?
- How do I live momentarily (alone or together with someone)?
- In which surrounding (milieu) do I live?
- Are there persons surrounding me, who are important to me?
- Are there people who I want or have to involve in the decision making process?
- Where do I live at the moment (flat, house, apartment-sharing community, city, countryside?)
- What about my health?
- Are there activities, hobbies, interest that are especially important to me?
- Which of my attributes do I like?
- What is o.k. with my life-situation?
- What is burdensome at the moment?
- What stimulates my strength and energy momentarily?

5.7 Targets

It is one of the most important human capabilities to set one's objectives and to recognize these. If you don't know where you want to go, it will be difficult to arrive exactly there. People, who do not articulate goals, are not able to monitor whether they really achieve what they want to achieve in their life. They get arbitrary things and they can be happy about them or not.

There is no use to define goals if one is not willing or able to enjoy them later on. In order to live the life you want to live, you have to know what you want! To decide which possibilities are to be neglected, which ones tried and which you choose for yourself in order to visualize them in your life. People who are not willing to determine themselves, also decide to take that what other grant or leave or what others create for them in their own lives.

Consequently it makes sense and is of importance to formulate exactly and precisely. If you desire any man or any woman whatever you will have any partner whatever. Or if you want to have any job, you will get any arbitrary job. The more positive and precise you define your goal, the more you will be able to programme your brain precisely in order to be able to perceive all opportunities to discover everything to get closer to this target. This has a pulling effect and automatically pulls all chances, the possibilities needed to realize the goal.

It goes without saying they are always here, only we do not notice them. A goal is a filter in order to focus your attention into the direction you want to go. Somehow it is like with a pregnancy. Being pregnant you suddenly notice an amazing amount of other pregnant women around. You might conclude that almost all women decided to become pregnant at the same time. This is a filter shift, focussing on what momentarily is important to oneself. Goals are such a filter shift - to move away from what is not wanted anymore toward the things one really wants to achieve in ones life.

"Watch out for your goals you might achieve them!"

5.8 Determination of target

- 1) What is your target? (Formulated positively and controlled by oneself event: What is the intended use or sense of the target?)
 - 1) Whereby do you notice that you accomplished this goal?
 - 2) When, where, with whom?
 - 3) How will your present life thus change?
 - a) What will you leave behind, resp. at what cost, resp. what are positive aspects of the status quo? How exactly can you maintain this combined with your new target?
 - b) How does your family react to it?
 - c) How do people react at work, at leisure or your friends?
 - d) What will further consequences be? Do you agree to these? What are you going to do to prevent them? Or do strike for a new goal?

- 2) What do you need in order to achieve your goal?
Do you already dispose of it?
What kind of help/support do you need?

- 3) What prevented you up to now from achieving your target?
What blocks?
a memory
a picture, an imagination
a conviction, a "dogma"
a decision
an allegiance

- 4) What are you going to do first? What will be the first step?

5.9 Target work

What do I want to achieve within the next weeks in the class?

Important for formulation of targets:

- 4) The target is to be of importance for the person who proposes it.
- 5) Targets are to be small - on small step by step - readily comprehensible.
- 6) Preferably definite, precise and connected to attitude.
- 7) Targets rather describe the existence of something and not the absence (lack) - formulate positively.
- 8) Targets are to be realistic in order to be able to realize them by oneself and to be able to achieve them - life context.
- 9) Targets are to/should rather describe a beginning than an end.
- 10) To achieve targets is hard work!

5.10 Personal target plan

Quote a vocational target which is important for you in the context of your current life situation for a successful and vivid cooperation with your colleagues!

.....
.....
.....

Why is it worth to strive for this target?

.....
.....
.....

What are the first two little steps which could help you to achieve this target?

.....
.....
.....

What could detain you from achieving this target?

.....
.....
.....

How do you constructively deal with this possible hindrance?

.....
.....
.....

Whereby do you register that you achieved your target?

.....
.....
.....