

13 BEHAVIORS of the INDIVIDUAL

BEHAVIOR		CURRENT PERFORMANCE	OPPOSITE / COUNTERFEIT
C H A R A C T E R	Talk Straight	● ● ● ● ●	Lie, spin, tell half-truths, double-talk, flatter
	Demonstrate Respect	● ● ● ● ●	Don't care or don't show you care; show disrespect or show respect only to those who can do something for you.
	Create Transparency	● ● ● ● ●	Withhold information; keep secrets; create illusions; pretend
	Right Wrongs	● ● ● ● ●	Don't admit or repair mistakes; cover up mistakes.
	Show Loyalty	● ● ● ● ●	Sell others out; take the credit yourself; sweet-talk people to their faces and bad-mouth them behind their backs.
C O M P E T E N C E	Deliver Results	● ● ● ● ●	Fail to deliver; deliver on activities, not results
	Get Better	● ● ● ● ●	Deteriorate; don't invest in improvement; force every problem into your one solution.
	Confront Reality	● ● ● ● ●	Bury your head in the sand; focus on busywork while skirting the real issues.
	Clarify Expectations	● ● ● ● ●	Assume expectations or don't disclose them; create vague and shifting expectations.
	Practice Accountability	● ● ● ● ●	Don't take responsibility: "It's not my fault!" ; don't hold others accountable.
B O T H	Listen First	● ● ● ● ●	Don't listen; speak first, listen last; pretend listen; listen without understanding.
	Keep Commitments	● ● ● ● ●	Break commitments; violate promises; make vague and elusive commitments or don't make any commitments.
	Extend Trust	● ● ● ● ●	Withhold trust; fake trust and then snoopervise; give responsibility without authority.

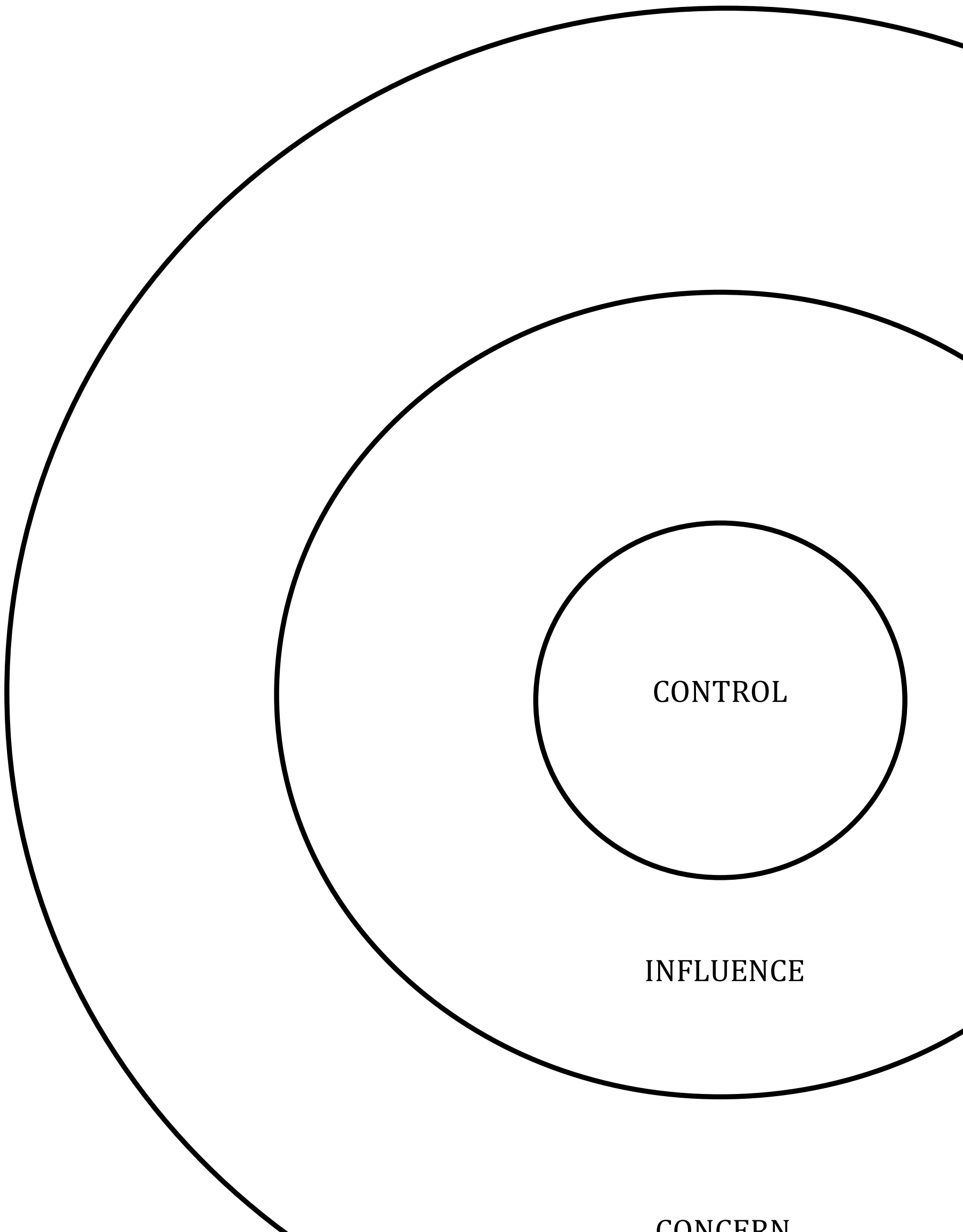
The Four Cores of Credibility





DESIGNED ALLIANCE

1:1 Teams Meetings Coaching Family Friends



APPROACHABILITY

FORMULA

Mental

DISPOSITION

1 2 3 4 5 6 7

Physical

DEMEANOR

1 2 3 4 5 6 7

Others

PERCEPTION

1 2 3 4 5 6 7

Community

REPUTATION

1 2 3 4 5 6 7

Emotional Quotient Self-Score Questionnaire

Introduction

- This questionnaire is designed to help you evaluate aspects of your Emotional Intelligence (EI).
- It determines your Emotional Quotient or EQ, a competence based measure relating to Emotional Intelligence.
- Emotional Intelligence is a term used to describe the way in which we handle both our own emotions and those of others and the impact they have on both ourselves and others.
- In this questionnaire the following factors will be explored:
 - Self-Awareness
 - Self-Management
 - Social Awareness
 - Social Skills
- In the questionnaire you will be asked to rate yourself with regard to certain observable behaviours; as this is self-assessment you should clearly respond as honestly as possible.
- The object is to help you identify areas of relative strength and those areas with the potential for development.
- It is unlikely anyone will be strong in everything so try to be discerning in your use of the scale.
- At the end of the question section you will find instructions for marking your responses.

Section One

For each statement below, decide which of the answers on the following scale best describes you and enter the rating against the question number on the answer

5

Very Good

2

Could be better / Inconsistent

4

Good

1

Not very good / Often neglect this

3

Acceptable / OK

sheet:

1. Acting confidently when I have some relevant expertise or experience
2. Taking decisions without approval or support
3. Evaluating when I am close to the limit of my capabilities
4. Sharing with others when I am uneasy about taking on task
5. Managing how much pressure I put myself under
6. Identifying when I am starting to feel under pressure
7. Being open about the emotional impact events may have had on me
8. Recognising when my feelings may be impacting on my judgement
9. Anticipating accurately my reaction to events
10. Admitting when my behaviour may have been unreasonable

Section Two

For each statement below, decide which of the answers on the following scale best describes you and enter the rating against the question number on the answer

5

Very Good

2

Could be better / Inconsistent

4

Good

1

Not very good / Often neglect this

3

Acceptable / OK

sheet:

11. Maintaining a calm appearance when my situation becomes uncomfortable
12. Making my actions match my words
13. Controlling any potentially emotional outbursts
14. Staying openly committed on tasks I do not consider worthwhile
15. Holding back from expressing criticism of others
16. Adjusting rapidly when the situation changes
17. Tackling obstacles and problems rather than simply complaining about them
18. Initiating action on tasks without needing to be asked
19. Taking advantage of new opportunities in the workplace
20. Considering all criticism non-defensively

Section Three

For each statement below, decide which of the answers on the following scale best describes you and enter the rating against the question number on the answer

5

Very Good

2

Could be better / Inconsistent

4

Good

1

Not very good / Often neglect this

3

Acceptable / OK

sheet:

21. Sensing when others are feeling down or upset
22. Addressing the needs and concerns of others
23. Alerting others when the harmony within the group is under strain
24. Taking account of others' agendas and priorities when making presentations
25. Being sensitive to the political undertones in the organisation
26. Spotting where personality clashes may impact on work performance
27. Identifying where alliances could be built with other areas
28. Appreciating the pressures under which others are operating
29. Anticipating customer needs
30. Generating ideas that others find attractive

Section Four

For each statement below, decide which of the answers on the following scale best describes you and enter the rating against the question number on the answer

5

Very Good

2

Could be better / Inconsistent

4

Good

1

Not very good / Often neglect this

3

Acceptable / OK

sheet:

31. Taking the lead whenever there is an opportunity to do so
32. Working through informal networks to get things done
33. Influencing the thinking of others
34. Presenting ideas in a way that engages others and inspires them to achieve more
35. Providing feedback which others act on
36. Supporting others in their learning and development
37. Communicating clearly and effectively
38. Listening attentively
39. Cooperating fully with others to achieve goals
40. Handling disagreements and confrontations positively

Emotional Quotient Answer Sheet

Enter your response to each question in the relevant box:

ONE		TWO		SECTION THREE		FOUR	
1	<input type="text"/>	11	<input type="text"/>	21	<input type="text"/>	31	<input type="text"/>
2	<input type="text"/>	12	<input type="text"/>	22	<input type="text"/>	32	<input type="text"/>
3	<input type="text"/>	13	<input type="text"/>	23	<input type="text"/>	33	<input type="text"/>
4	<input type="text"/>	14	<input type="text"/>	24	<input type="text"/>	34	<input type="text"/>
5	<input type="text"/>	15	<input type="text"/>	25	<input type="text"/>	35	<input type="text"/>
6	<input type="text"/>	16	<input type="text"/>	26	<input type="text"/>	36	<input type="text"/>
7	<input type="text"/>	17	<input type="text"/>	27	<input type="text"/>	37	<input type="text"/>
8	<input type="text"/>	18	<input type="text"/>	28	<input type="text"/>	38	<input type="text"/>
9	<input type="text"/>	19	<input type="text"/>	29	<input type="text"/>	39	<input type="text"/>
10	<input type="text"/>	20	<input type="text"/>	30	<input type="text"/>	40	<input type="text"/>
S1 =		S2 =		S3 =		S4 = _	

EMOTIONAL QUOTIENT QUESTIONNAIRE MARKING GUIDE

INSTRUCTIONS

The Answer Sheet is arranged so that scores are entered in to the boxes provided in FOUR columns one for each Section.

Add up the scores for EACH column.

The Total of the scores in column S1 gives the total for Self-Awareness; S2 for Self Management; S3 for Social Awareness; S4 for Social Skills

To enter the scores on the grid provided you must first convert the total scores for each column to a 1-10 score. This can be found in the table below. Convert each column total and then plot on the grid provided.

TOTAL SCORE for Column	1 – 10 ON GRID
47-50	10
44-46	9
41-43	8
39-40	7
37-38	6
34-36	5
31-33	4
26-30	3
21-25	2
10-20	1

EMOTIONAL QUOTIENT INTERPRETATION GRID

1. Now plot the converted totals on the grid below by placing 'X' in to the relevant box
2. You can now see your relative scores on the four key factors of EQ

High 10				
9				
8				
7				
6				
5				
4				
3				
2				
Low 1				
	S1 TOTAL <i>Self-Awareness</i>	S2 TOTAL <i>Self-Management</i>	S3 TOTAL <i>Social Awareness</i>	S4 TOTAL <i>Social Skills</i>



'MY' CRUCIAL CONVERSATION OUTLINE

A crucial conversation you observed or you participated in that went terribly wrong or wonderfully right.
Complete the following. Be clear and direct in your descriptions.

Context: *(Briefly summarize the situation in which the conversation happened)*

Actors: *(Who was involved? Specify without using names.)*

Your Role:

Rewind and Redo: *(Based on your new awareness of 'Crucial Conversations,' how could you change the outcome of this conversation?)*



CONVERSATION PLANNER

Use the following worksheet to plan your next crucial conversation.

Get Unstuck

1. Where do you feel stuck (personally or professionally)?

2. Unbundle with CPR. Identify:

Content Issues: _____

Pattern Issues: _____

Relationship Issues: _____

Which issue do you need to address, and with whom, in order to get unstuck? _____

Start with Heart

1. What do you really want:

For yourself? _____

For the other person? _____

For the relationship? _____

For the organization (if applicable)? _____

Master My Stories

1. What stories are you telling yourself about the situation or the person (Victim, Villain, Helpless)?

2. Tell the rest of the story. Ask:

a. What am I pretending not to notice about my role in the problem?

b. Why would a reasonable, rational, and decent person do this?

c. What should I do right now to move toward what I really want?

STATE My Path

1. Create a script for how you will begin the conversation. Start with facts, then tell your story, and be sure to end with a question that invites the other person into dialogue.

THE FACTS	MY STORY	THE QUESTION I'LL ASK

Make It Safe

1. What's the worst possible response you could get with your crucial conversation?

2. What safety skills would you use to address it (apology, contrast, create mutual purpose)?

3. If the other person misunderstands your intent, what is a contrasting statement you could use?

Don't: _____

Do: _____

Explore Others' Paths

1. How could you use the "AMPP" (Ask, Mirror, Paraphrase, Prime) skills to help the other person come out of silence or violence?

Move to Action

1. How will you establish a way to follow up after the crucial conversation?

Who: _____

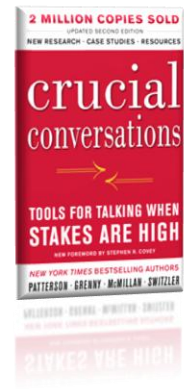
Will do what: _____

By when: _____

How we'll follow up: _____

7 STEPS OF CRUCIAL CONVERSATIONS

1. Start with Heart
2. Learn to Look
3. Make It Safe
4. Master My Stories
5. STATE My Path
6. Explore Others' Paths
7. Move to Action



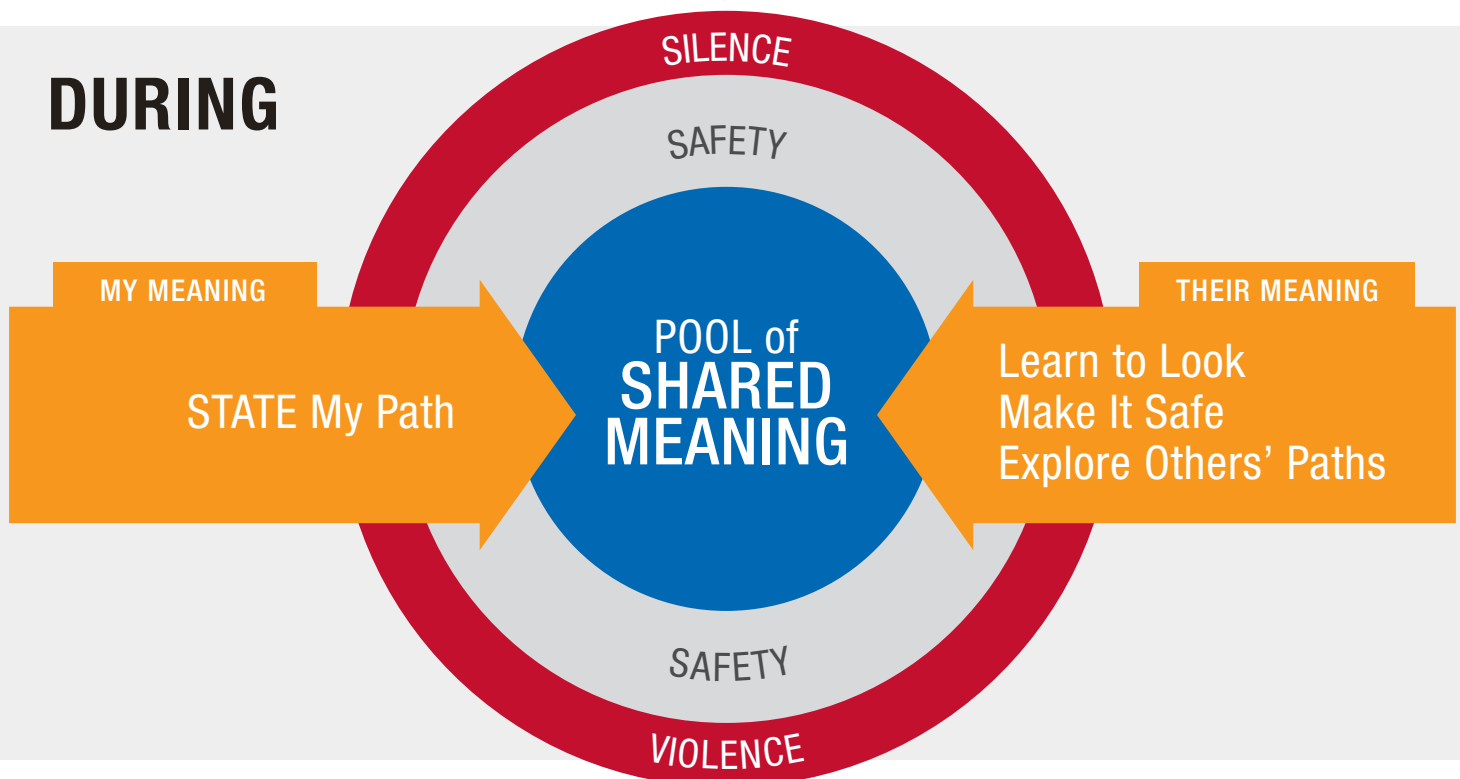
CRUCIAL CONVERSATIONS MODEL

BEFORE

WORK ON ME FIRST

Get Unstuck
Start with Heart
Master My Stories

DURING



AFTER

MOVE TO ACTION

Who does What by When
Follow up

crucial
conversations®

VitalSmarts®

© 2012 VitalSmarts. All Rights Reserved.

WHAT IS YOUR STYLE UNDER STRESS™?

From the *New York Times* bestseller
*Crucial Conversations:
Tools for Talking
When Stakes are High*



*"When we use
crucial conversations skills,
we can influence decisions,
improve relationships,
and speak our minds
in a way that gets heard."*

- Joseph Grenny

How do you react when conversations suddenly move from smooth and easygoing to tense or awkward? Do you retreat into silence? Do you go on the attack? Or do you do your best to keep the conversation calm and focused on the issues at hand?

Crucial conversations take place when the stakes are high, opinions differ, and emotions run strong. Handling crucial conversations well can dramatically improve your personal relationships, your career progress, and your work team's performance.

Take this 33-question test to explore how you typically respond when you're in the middle of a stressful situation. Have your friends, colleagues, or family members take the test as well. The answers may surprise you.

A self-scoring version of this test is available online at www.vitalsmarts.com/styleunderstress. Information on what your score means can be found on pages 68-69 of the *New York Times* bestseller *Crucial Conversations: Tools for Talking When Stakes are High*.

Instructions

Before you start, read through the following points:

- **RELATIONSHIP**

Think about the relationship you want to improve—
with your boss, coworker, direct report, friend, or family member—
and keep this relationship in mind.

- **CIRCUMSTANCE**

Next, think of a tough situation—one you might have
handled poorly or avoided altogether.

- **APPLY**

Now, with that situation in mind, respond to the statements on
the following pages as either true or false.

Style Under Stress™ Test

- | | | | | | |
|-----|-----|--|-----|-----|---|
| T F | 1. | At times I avoid situations that might bring me into contact with people I'm having problems with. | T F | 13. | When I'm discussing an important topic with others, sometimes I move from trying to make my point to trying to win the battle. |
| T F | 2. | I have put off returning phone calls or e-mails because I simply didn't want to deal with the person who sent them. | T F | 14. | In the middle of a tough conversation, I often get so caught up in arguments that I don't see how I'm coming across to others. |
| T F | 3. | Sometimes when people bring up a touchy or awkward issue I try to change the subject. | T F | 15. | When talking gets tough and I do something hurtful, I'm quick to apologize for my mistakes. |
| T F | 4. | When it comes to dealing with awkward or stressful subjects, sometimes I hold back rather than give my full and candid opinion. | T F | 16. | When I think about a conversation that took a bad turn, I tend to focus first on what I did that was wrong rather than focus on others' mistakes. |
| T F | 5. | Rather than tell people exactly what I think, sometimes I rely on jokes, sarcasm, or snide remarks to let them know I'm frustrated. | T F | 17. | When I've got something to say that others might not want to hear, I avoid starting out with tough conclusions, and instead start with facts that help them understand where I'm coming from. |
| T F | 6. | When I've got something tough to bring up, sometimes I offer weak or insincere compliments to soften the blow. | T F | 18. | I can tell very quickly when others are holding back or feeling defensive in a conversation. |
| T F | 7. | In order to get my point across, I sometimes exaggerate my side of the argument. | T F | 19. | Sometimes I decide it's better not to give harsh feedback because I know it's bound to cause problems. |
| T F | 8. | If I seem to be losing control of a conversation, I might cut people off or change the subject in order to bring it back to where I think it should be. | T F | 20. | When conversations aren't working, I step back from the fray, think about what's happening, and take steps to make it better. |
| T F | 9. | When others make points that seem stupid to me, I sometimes let them know it without holding back at all. | T F | 21. | When others get defensive because they misunderstand me, I immediately get us back on track by clarifying what I do and don't mean. |
| T F | 10. | When I'm stunned by a comment, sometimes I say things that others might take as forceful or attacking—terms such as "Give me a break!" or "That's ridiculous!" | T F | 22. | There are some people I'm rough on because, to be honest, they need or deserve what I give them. |
| T F | 11. | Sometimes when things get a bit heated I move from arguing against others' points to saying things that might hurt them personally. | T F | 23. | I sometimes make absolute statements like "The fact is..." or "It's obvious that..." to be sure my point gets across. |
| T F | 12. | If I really get into a heated discussion, I've been known to be tough on the other person. In fact, they might even feel a bit insulted or hurt. | T F | 24. | If others hesitate to share their views, I sincerely invite them to say what's on their mind, no matter what it is. |

- T F 25. At times I argue hard for my view hoping to keep others from bringing up opinions that would be a waste of energy to discuss anyway.
- T F 26. Even when things get tense, I adapt quickly to how others are responding to me and try a new strategy.
- T F 27. When I find that I'm at cross purposes with someone, I often keep trying to win my way rather than looking for common ground.
- T F 28. When things don't go well, I'm more inclined to see the mistakes others made than notice my own role.
- T F 29. After I share strong opinions, I go out of my way to invite others to share their views, particularly opposing ones.
- T F 30. When others hesitate to share their views, I do whatever I can to make it safe for them to speak honestly.
- T F 31. Sometimes I have to discuss things I thought had been settled because I don't keep track of what was discussed before.
- T F 32. I find myself in situations where people get their feelings hurt because they thought they would have more of a say in final decisions than they end up having.
- T F 33. I get frustrated sometimes at how long it takes some groups to make decisions because too many people are involved.

Scoring

Fill out the following score sheets. Each domain contains two to three questions. Next to the question number is either a (T) or (F). For example, under "Masking," question 5, you'll find a (T). If you answered question 5 true, check the box. With question 13, on the other hand, you'll find an (F). Only check that box if you answered the question false—and so on. Finally, add the number of checks in each column to determine your total score.

Your Style Under Stress score will show you which forms of silence or violence you turn to most often. Your Crucial Conversations Skills score is organized by concept and chapter from the book *Crucial Conversations: Tools for Talking When Stakes are High* so that you can decide which chapters will benefit you the most. Again, a self-scoring version of this test is available at www.vitalsmarts.com/styleunderstress. This test is also duplicated on pages 63-69 of *Crucial Conversations*.

Style Under Stress

Your silence and violence scores give you a measure of how frequently you fall into these less-than-perfect strategies. It's actually possible to score high in both. A high score (one or two checked boxes per domain) means you use this technique fairly often. It also means you're human. Most people toggle between holding back and becoming too forceful.

Masking

☐ 5 (T)

☐ 6 (T)

Avoiding

☐ 3 (T)

☐ 4 (T)

Withdrawing

☐ 1 (T)

☐ 2 (T)

Silence Total _____

Controlling

☐ 7 (T)

☐ 8 (T)

Labeling

☐ 9 (T)

☐ 10 (T)

Attacking

☐ 11 (T)

☐ 12 (T)

Violence Total _____

Crucial Conversations Skills

The seven domains below reflect your skills in each of the corresponding seven skill chapters found in *Crucial Conversations: Tools for Talking When Stakes are High*. If you score high (two or three boxes) in one of these domains, you're already quite skilled in this area. If you score low (zero or one), you may want to pay special attention to these chapters.

Start with Heart

(chapter 3)

☐ 13 (F)

☐ 19 (F)

☐ 25 (F)

Total _____

STATE My Path

(chapter 7)

☐ 17 (T)

☐ 23 (F)

☐ 29 (T)

Total _____

Learn to Look

(chapter 4)

☐ 14 (F)

☐ 20 (T)

☐ 26 (T)

Total _____

Explore Others' Paths

(chapter 8)

☐ 18 (T)

☐ 24 (T)

☐ 30 (T)

Total _____

Make It Safe

(chapter 5)

☐ 15 (T)

☐ 21 (T)

☐ 27 (F)

Total _____

Move to Action

(chapter 9)

☐ 31 (F)

☐ 32 (F)

☐ 33 (F)

Total _____

Master My Stories

(chapter 6)

☐ 16 (T)

☐ 22 (F)

☐ 28 (F)

Total _____

Conclusion

Since these scores represent how you typically behave during stressful or crucial conversations, they can change. Your score doesn't represent an inalterable character trait or a genetic propensity. It's merely a measure of your behavior—and you can change that.

Here are two ways to improve your skills:

• ATTEND TRAINING

Crucial Conversations is an award-winning, two-day course that teaches skills for fostering open dialogue around high-stakes, emotional, or risky topics.

www.vitalsmarts.com/crucialconversationstraining

• FREE NEWSLETTER

One of our best learning resources is our free, weekly e-newsletter. Subscribers of the *Crucial Skills Newsletter* receive expert instruction from our bestselling authors on handling real-life crucial conversations.

www.crucialskills.com



With your new awareness, what do you commit to?