

# My style under stress

To be completed  
before the workshop

Are you conscious on how you react when conversations suddenly move from smooth to tense or awkward, when your emotions are getting strong? What is your tendency? Take the Style Under Stress™ test to explore how you typically respond when you're in the middle of a stressful situation.

**Before you start**, think about the relationship you want to improve – with your boss, coworker, direct report, friend, or family member – and keep this relationship in mind. Next, think of a tough situation – one you might have handled poorly or avoided altogether. **Then, complete the questionnaire.** With that situation in mind, respond to the statements below as either true (T) or false (F). The output of this test will vary with regards to the situation and person you have in mind.

1. At times I avoid situations that might bring me into contact with people I'm having problems with.	T	F	7. In order to get my point across, I sometimes exaggerate my side of the argument.	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	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
3. Sometimes when people bring up a touchy or awkward issue I try to change the subject.	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
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	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
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	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
6. When I've got something tough to bring up, sometimes I offer weak or insincere compliments to soften the blow.	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

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Fill out the score table on the right. Each domain contains two questions. Next to the question number is either a True (T) or False (F). For example, under “Masking” question 5, you will find a (T). If you answered question 5 true, check the box.

### Your scores

Your Style Under Stress score will show you which forms of silence or violence you turn to most often. Your silence and violence scores vary between 0 and 6 and give you a measure of how frequently you fall into these less-than-perfect strategies with this person in that specific situation.

It is actually possible to score high in both. A high score (one or two checked boxes per domain) means that you seems to use this technique fairly often. Most people toggle between holding back and becoming too forceful.

### Conclusion

Since these scores represent how you typically behave during this stressful or crucial conversations, they can change. Your score doesn’t represent an inalterable character trait or a genetic propensity. It is merely a measure of your behavior—and you can change that. In fact, people who take this feedback seriously will practice the skills covered in **Crucial Conversations** and eventually they will change. And when they do, so will their lives.

Masking	Controlling
<input type="radio"/> 5 (T)	<input type="radio"/> 7 (T)
<input type="radio"/> 6 (T)	<input type="radio"/> 8 (T)

Avoiding	Labelling
<input type="radio"/> 3 (T)	<input type="radio"/> 9 (T)
<input type="radio"/> 4 (T)	<input type="radio"/> 10 (T)

Withdrawing	Attaching
<input type="radio"/> 1 (T)	<input type="radio"/> 11 (T)
<input type="radio"/> 2 (T)	<input type="radio"/> 12 (T)

Silence Total ____	Violence Total ____
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