

- T F 18. I can tell very quickly when others are holding back or feeling defensive in a conversation.
- 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 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 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 22. There are some people I'm rough on because, to be honest, they need or deserve what I give them.
- 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 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