

## ATTACHMENT C (1 OF 5)

# HANDLING DIFFICULT DISCUSSIONS

## A PERSONAL ASSESSMENT

For the best and most accurate results please respond based on what you actually do, NOT what you would like to do.

Please respond to the following questions on the following scale:

**1 = LEAST LIKE YOU ----- 5 = MOST LIKE YOU**

There is no right or wrong answer.

- A.** When involved in a difficult discussion, I make sure that we discuss all issues out in the open even if our perceptions are far apart. 1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_
- B.** When involved in a difficult discussion, I give more attention to making others understand the logic and merits of my position than to pleasing them. 1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_
- C.** When involved in a difficult discussion, I make my needs known but I always tend to evaluate the situation and look for solutions somewhere in the middle. 1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_
- D.** When involved in a difficult discussion with my peer, if I think a solution is good, but the other side is hesitant about committing, I will break off discussions until another day. 1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_
- E.** When involved in a difficult discussion, I want to create a reputation as someone with whom others like to find solutions. 1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_
- F.** When involved in a difficult discussion, I like to first chat about something other than the situation prior to our "formal" discussion. 1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_
- G.** When required to explain why a particular choice of discipline is appropriate, I make sure that I explain my ideas totally and that I understand the other cadet's side. 1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_

## ATTACHMENT C (2 OF 5)

---

- H.** When involved in a difficult discussion, I tend to be more concerned about my goals and ideas than how other people feel about the issue.  
1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_
- I.** When involved in a difficult discussion, I like to leave difficult issues to the end.  
1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_
- J.** When involved in a difficult discussion, I try to meet people half way (give some and take some).  
1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_
- K.** When assisting cadets with a problem, I seriously try to discuss all issues and work hard to find ways to meet everyone's needs.  
1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_
- L.** When involved in a difficult discussion, I make sure that my opinions and / or feelings are heard rather than try to please people.  
1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_
- M.** When involved in a difficult discussion with a peer, I try to get some of what I want rather than everything I want.  
1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_
- N.** When involved in a difficult discussion with cadets, it is important to be fair.  
1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_
- O.** When involved in a difficult discussion, I do not enjoy having to push the other person too hard.  
1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_
- P.** When I assist two cadets who have a problem, I hate it when something unexpected happens.  
1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_
- Q.** When I assist two cadets who have a problem, I do what needs to be done to deal with the issues and hope they can mend it later.  
1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_
- R.** When involved in a difficult discussion, I do whatever I can do to ensure that the other's feelings are not hurt.  
1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_

## ATTACHMENT C (3 OF 5)

---

- S.** When involved in a difficult discussion with a peer, I pay close attention to the needs of others, but I insist on them meeting my needs as well.

1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_

- T.** When involved in a difficult discussion with a peer, I work for a mutually agreeable solution based on compromise so that we can make a decision and move on.

1 \_\_\_ 2 \_\_\_ 3 \_\_\_ 4 \_\_\_ 5 \_\_\_

### SCORING TABLE

Transfer the corresponding numeric answer to each letter below and total the number at the end of each line.

#### Woodpecker

\_\_\_ + \_\_\_ + \_\_\_ + \_\_\_ = \_\_\_  
**B            H            L            Q**

#### Owl

\_\_\_ + \_\_\_ + \_\_\_ + \_\_\_ = \_\_\_  
**A            G            K            S**

#### Hummingbird

\_\_\_ + \_\_\_ + \_\_\_ + \_\_\_ = \_\_\_  
**C            J            M            T**

#### Ostrich

\_\_\_ + \_\_\_ + \_\_\_ + \_\_\_ = \_\_\_  
**D            I            N            P**

#### Parakeet

\_\_\_ + \_\_\_ + \_\_\_ + \_\_\_ = \_\_\_  
**E            F            O            R**

The highest amount suggests your potential communication approach when dealing with difficult discussions. Remember, these approaches will vary depending on the situation.

## ATTACHMENT C (4 OF 5)

BIRD	CHARACTERISTICS	USES
<b>WOODPECKER</b> (competitive)	<ul style="list-style-type: none"> <li>• is quick with decisions</li> <li>• does not mind being unpopular</li> <li>• can deal with competition</li> <li>• functions independently</li> <li>• can define position critically and easily</li> </ul>	<ul style="list-style-type: none"> <li>• when quick decisions are required</li> <li>• when unpopular courses of action need to be implemented</li> </ul>
<b>OWL</b> (collaborative)	<ul style="list-style-type: none"> <li>• is an integrative solution seeker</li> <li>• challenges assumptions</li> <li>• is willing to understand others' views</li> <li>• is natural at concession</li> <li>• commits to working it out</li> </ul>	<ul style="list-style-type: none"> <li>• to merge insights from people in different perspectives of a problem</li> <li>• to work through hard feelings that have been interfering with an interpersonal relationship</li> </ul>
<b>HUMMINGBIRD</b> (compromising)	<ul style="list-style-type: none"> <li>• is natural at bargaining</li> <li>• can achieve temporary settlements</li> <li>• provides back-up</li> <li>• can shift easily</li> <li>• is a team player</li> </ul>	<ul style="list-style-type: none"> <li>• when goals are moderately important but not worth the effort or the potential disruption involved in using more assertive styles</li> </ul>
<b>PARAKEET</b> (accommodating)	<ul style="list-style-type: none"> <li>• is able to satisfy the needs of others</li> <li>• wants to help</li> <li>• can prevent things from becoming too serious</li> <li>• is accommodating</li> <li>• has a heightened awareness of what people want and need to hear</li> </ul>	<ul style="list-style-type: none"> <li>• when you realize you are wrong</li> <li>• to allow a better experience to be considered</li> <li>• to show you are reasonable</li> <li>• to show goodwill to maintaining a relationship</li> <li>• when the issues are more important to the other person than it is to you</li> </ul>
<b>OSTRICH</b> (avoiding)	<ul style="list-style-type: none"> <li>• recognizes pressing issues</li> <li>• is a damage controller</li> <li>• is natural at reducing tension</li> <li>• monitors intensity</li> </ul>	<ul style="list-style-type: none"> <li>• when the issue is trivial</li> <li>• when costs outweigh the benefits of its resolution</li> <li>• when others can solve the problem more effectively</li> </ul>

## ATTACHMENT C (5 OF 5)

**NEGOTIATION STYLES****WOODPECKER**

Competitive

Win / Lose

**Tactics:** Compete, control, concentrate**Characteristics:** dislikes disagreement, maintains control, task master

Pursues their own concerns, impatient of others, unhappy with distractions

**OWL**

Collaborative

Win / Win

**Tactics:** Gather information**Characteristics:** focuses on process, dialogue, emphasizes examining all options

Learns from each other's insights

**HUMMINGBIRD**

Compromising

Win some / Lose some

**Tactics:** Bargain, split the difference      **Characteristics:** cautious but open

Modify and change position to get immediate results

**OSTRICH**

Avoiding

Lose / Lose

**Tactics:** Flee, delay, avoid, ignore**Characteristics:** uses delaying tactics

Does not immediately pursue their own concerns, refuses to communicate or gather information

**PARAKEET**

Accommodating

Lose / Win

**Tactics:** Agree, give-in, flatter**Characteristics:** gives in too readily in negotiating

Neglecting own concerns to satisfy others, interested in others approval and information