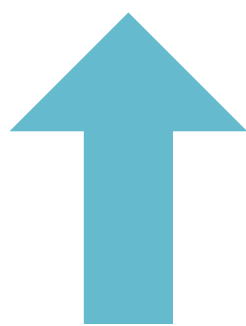


OPENNESS-DEFENSIVENESS SCALE*

*ADAPTED FROM THE HARVARD BUSINESS SCHOOL.

Most of us find that getting feedback is tough. Are you **open** to others' opinions, or do you find yourself getting **defensive**? Where would you fall on this scale?

INCREASING OPENNESS



+7

ACTION. Plan and implement the change. Express enthusiasm for making necessary changes.

+6

ACCOUNTABILITY. Own your part in the issue. Make yourself accountable to others.

+5

ASKING QUESTIONS. Ask for more information and examples. Express curiosity and openness about your role in the issue.

+4

AUTHENTICITY. Be genuinely curious about the issue and how to resolve it.

+3

APPRECIATION. Thank others for the message, regardless of delivery.

+2

ACTIVE LISTENING. Summarize key points with minimal interruptions, judgment or personal opinion.

+1

ATTENTION. Show interest in what is being shared through open body language and facial expressions.



-1

AFFECTATION. Pretend to listen, but really planning your rebuttal.

-2

ARGUMENT. Give lengthy explanations and arguments. Focus on making yourself appear right and others appear wrong.

-3

AVOIDANCE. Provide excuses and justification for everything. Interrupt others instead of letting them speak.

-4

ANNOYANCE. Interpret feedback as a personal attack. Express irritation and resentment through tone of voice and closed body language.

-5

ACCUSATION. Blame or shift responsibility to others.

-6

ATTACK. Use anger, intimidation, or emotional manipulation to shut down the conversation.

-7

ARTIFICIALITY. Pretend you're going to act on feedback when you have no intention of doing so.

INCREASING DEFENSIVENESS

