**Conflict Management Questionnaire**

This questionnaire is designed to help you further identify your preferred style of conflict resolution. Choose from 30 pairs of statements the one in each case which best fits your preferred style of handling differences between you and others:

1.1 I am usually firm in pursuing my goals.

2. I attempt to get all concerns and issues immediately out in the open.

2.1 I put my cards on the table and invite the other person to do likewise.

2. When conflicts arise I try to win my case.

3.1 Once I adopt a position I defend it strongly.

2. I prefer not to argue but to look for the best solution possible.

4.1 I sometimes sacrifice my own wishes for the wishes of the other person.

2. I feel that differences are not always worth worrying about.

5.1 I accept the views of the other, rather than rock the boat.

2. I avoid people with strong views.

6.1 I like to cooperate with others and follow their ideas.

2. I feel that most things are not worth arguing about. I stick to my own views.

7.1 I try to find some compromise situation.

2. I am usually firm in pursuing my goals.

8.1 When conflicts arise I try to win my case.

2. I propose a middle ground.

9.1 I like to meet the other person half-way.

2. Once I adopt a position I defend it strongly.

10.1 I feel that differences are not always worth worrying about.

2. I try to find a compromise solution.

11.1 I propose a middle ground.

2. I avoid people with strong views.

12.1 I feel that most things are not worth arguing about. I stick to my own views.

2. I like to meet the other person half-way.

13.1 I am usually firm in pursuing my goals.

2. I sometimes sacrifice my own wishes for the wishes of the other person.

14.1 I accept the views of the other, rather than rock the boat.

2. When conflicts arise I try to win my case.

15.1 Once I adopt a position I defend it strongly.

2. I like to co-operate with others and follow their ideas.

16.1 I try to find a compromise solution.

2. I sometimes sacrifice my own wishes for the wishes of the other person.

17.1 I would accept the view of the other, rather than rock the boat.

2. I propose a middle ground.

18.1 I like to meet the other person half-way.

2. I like to co-operate with others and follow their ideas.

19.1 I feel that differences are not always worth worrying about.

2. I am usually firm in pursuing my goals.

20.1 When conflicts arise I try to win my case.

2. I avoid people with strong views.

21.1 I feel that most things are not worth arguing about. I stick to my own views.

2. Once I adopt a position I defend it strongly.

22.1 I attempt to get all concerns and issues immediately out in the open.

2. I feel that differences are not always worth worrying about.

23.1 I avoid people with strong views.

2. I put my cards on the table and invite the other person to do likewise.

24.1 I prefer not to argue but to look for the best solution possible.

2. I feel that most things are not worth arguing about. I stick to my own views.

25.1 I attempt to get all concerns and issues immediately out in the open.

2. I try to find a compromise solution.

26.1 I put my cards on the table and invite the other person to do likewise.

2. I propose a middle ground.

27.1 I prefer not to argue but I look for the best solution possible.

2. I like to meet the other person half-way.

28.1 I sometimes sacrifice my own wishes for the wishes of the other person.

2. I attempt to get all concerns and issues immediately out in the open.

29.1 I put my cards on the table and invite the other person to do likewise.

2. I would accept the views of others, rather than rock the boat.

30.1 I like to cooperate with others and follow their ideas.

2. I prefer not to argue but to look for the best possible solution.

**SCORING**

The questionnaire consists of three statements measuring each of the five conflict-resolving styles. Each statement is paired in comparison with one statement from each of the other four styles. The key shows you how to score your questionnaire. A, B, C, D and E represent the five conflict resolving styles as follows:

A = Avoiding

B = Accommodating

C = Compromising

D = Competing

E = Collaborating

So, for example, if you choose the second statement of the first pair then you would score 1 for E. If you choose the first statement of the second pair you would score another 1 for E, and so on (see scoring key). The maximum score for any mode is 12 and the total aggregate score is 30. A score of more than 6 on any mode would indicate a preference for that mode, while a score of less than 6 would indicate relative neglect. Clearly this is a one-point-in-time measure of your reaction to conflict situations and should not be treated as having great validity. The best way to use it is to see it as a corroborative device for your own perception of your preferred style and any feedback you may have received from others.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Statement pair Conflict resolution mode** | | | | | |
|  | **A** | **B** | **C** | **D** | **E** |
| 1 |  |  |  | 1 | 2 |
| 2 |  |  |  | 2 | 1 |
| 3 |  |  |  | 1 | 2 |
| 4 | 2 | 1 |  |  |  |
| 5 | 2 | 1 |  |  |  |
| 6 | 2 | 1 |  |  |  |
| 7 |  |  | 1 | 2 |  |
| 8 |  |  | 2 | 1 |  |
| 9 |  |  | 1 | 2 |  |
| 10 | 1 |  | 2 |  |  |
| 11 | 2 |  | 1 |  |  |
| 12 | 1 |  | 2 |  |  |
| 13 |  | 2 |  | 1 |  |
| 14 |  | 1 |  | 2 |  |
| 15 |  | 2 |  | 1 |  |
| 16 |  | 2 | 1 |  |  |
| 17 |  | 1 | 2 |  |  |
| 18 |  | 2 | 1 |  |  |
| 19 | 1 |  |  | 2 |  |
| 20 | 2 |  |  | 1 |  |
| 21 | 1 |  |  | 2 |  |
| 22 | 2 |  |  |  | 1 |
| 23 | 1 |  |  |  | 2 |
| 24 | 2 |  |  |  | 1 |
| 25 |  |  | 2 |  | 1 |
| 26 |  |  | 2 |  | 1 |
| 27 |  |  | 2 |  | 1 |
| 28 |  | 1 |  |  | 2 |
| 29 |  | 2 |  |  | 1 |
| 30 |  | 1 |  |  | 2 |

TOTALS

Notes: Your analysis and interpretation