

## Conflict Management Questionnaire

**Directions:** Answer the questions by indicating how you would behave rather than how you think you *should* behave. Each question provides a strategy for dealing with a conflict. Rate each statement on a scale of 1 to 4.

**1 = Rarely    2 = Sometimes    3 = Often    4 = Always**

1. I explore issues with others to find solutions that meet everyone's needs. \_\_\_\_\_
2. I try to negotiate and adopt a "give-and-take" approach to problem situations. \_\_\_\_\_
3. I try to meet the expectations of others. \_\_\_\_\_
4. I generally argue my case and insist on the merits of my point of view. \_\_\_\_\_
5. When there is a disagreement, I gather as much information as I can to keep the lines of communication open. \_\_\_\_\_
6. When I find myself in an argument, I usually say very little and try to leave as soon as possible. \_\_\_\_\_
7. I try to see conflicts from both sides. What do I need? What does the other person need? What are the issues involved?  
\_\_\_\_\_
8. I prefer to compromise when solving problems and just move on. \_\_\_\_\_
9. I find conflicts challenging and exhilarating. I enjoy the battle of wits that usually follows. \_\_\_\_\_
10. Being at odds with other people makes me feel uncomfortable and anxious. \_\_\_\_\_
11. I try to accommodate the wishes of my friends and family. \_\_\_\_\_
12. I can figure out what needs to be done and I am usually right. \_\_\_\_\_
13. To break deadlocks, I would meet people halfway. \_\_\_\_\_
14. I may not get what I want, but it is a small price to pay for keeping the peace. \_\_\_\_\_
15. I avoid hard feelings by keeping my disagreements with others to myself. \_\_\_\_\_

## How to score the Conflict Management Questionnaire:

As stated, the 15 statements correspond to the five conflict resolution styles. To find your most preferred style, total the points in the respective categories. The one with the highest score indicates your most commonly used strategy. The one with the lowest score indicates your least preferred strategy. However, if you are a leader who must deal with conflict on a regular basis, you may find your style to be a blend of multiple styles.

**Style Corresponding Statements: Total: The numbers represent the questions above.**

- Collaborating: 1, 5, 7 \_\_\_\_\_
- Competing: 4, 9, 12 \_\_\_\_\_
- Avoiding: 6, 10, 15 \_\_\_\_\_
- Accommodating: 3, 11, 14 \_\_\_\_\_
- Compromising: 2, 8, 13 \_\_\_\_\_

## Brief Descriptions of the Five Conflict Management Styles

**Accommodating**: Cooperating to a high degree where you may have to give in to maintain relationships

Pros: Minimizes injury when we are outmatched; relationships are maintained

Cons: Breeds resentment; exploits the weak

**Avoiding Style**: Non-confrontational approach

Pros: Does not escalate conflict; postpones difficulty

Cons: Unaddressed problems; unresolved problems

**Collaborating Style**: Problems are solved in a way for all involved to get what they want and negative feelings are minimized.

Pros: Creates mutual trust; maintains positive relationships; builds commitments

Cons: Time consuming; energy consuming

**Competing Style**: Authoritarian approach

Pros: Goal-oriented; quick

Cons: May breed hostility

**Compromising Style**: Middle ground approach

Pros: Useful in complex issues without simple solutions; all parties are equal in power

Cons: No one is ever really satisfied

### **Conflict Scenario**

You and your roommate live in a dorm room on campus. Your roommate has a friend who is on fall break at a different time than your school. She wants to invite her friend to visit and stay for two nights. You know that you have three tests and a paper due that week. You would rather not have a guest that week.

How will you work out this situation with her?

What conflict management style did you use?

What would you do if your roommate did not want to use this style?