**Results of Conflict Management Survey**

1. I scored highest on **cooperating.** My next highest score was **competing.**
2. After reading the “**uses**,” I learned about myself that I am a **decent team player** and perhaps a **possible leader**.
3. I have learned from this exercise that I have changed much over the years. I took this sort of survey early on when I was in the military. I was in my early twenties, and I scored highest in competing. This may be true for a lot of young men and women who fancy themselves as natural leaders.

It appears that **age has given me wisdom and patience**, perhaps. While that may sound a bit self-congratulatory, I think I have decent awareness of how I have changed. And I believe that **becoming more cooperative without becoming submissive** is a very valuable trait.

Recently, I ran a VR EdTech startup business. We taught teenagers and teachers VR development and VR technology implementation skills on the side to benefit the community and help promote the overall adoption of VR. This was totally non-profit, and in fact, it cost us a lot of time and effort. I worked with organizations including Utah STEM Action Center, Weber State University, Salt Lake County Library, and Hill Air Force Base.

In most situations, if there was need to compromise with the co-producing director, I generally accepted their needs and offers. In one situation, however, the Weber State technology director insisted that I use her staff to help teach the VR development class (using Unity 3D game engine and some fairly technical processes to build and deploy android applications to mobile phones). On this count, I refused outright. I agreed that her staff could assist us, but that I needed my main own people (who I had trained personally) to guide the high school students through the development and software deployment process. I told her I would not teach the class without them. She was quite stubborn and refused. Later she called back and accepted the compromise.

What I learned from that experience was to trust my intuition early on. I had some doubts about working with her when we first met. She was bossy and used clipped commands to get what she wanted. I assumed that I would only have to deal with her that one time. As she was the director and a micro-manager, she was always there, looking over our shoulders and issuing unnecessary orders. I should have clipped that one in the bud and I will in the future. You do not need to please or work with everyone.