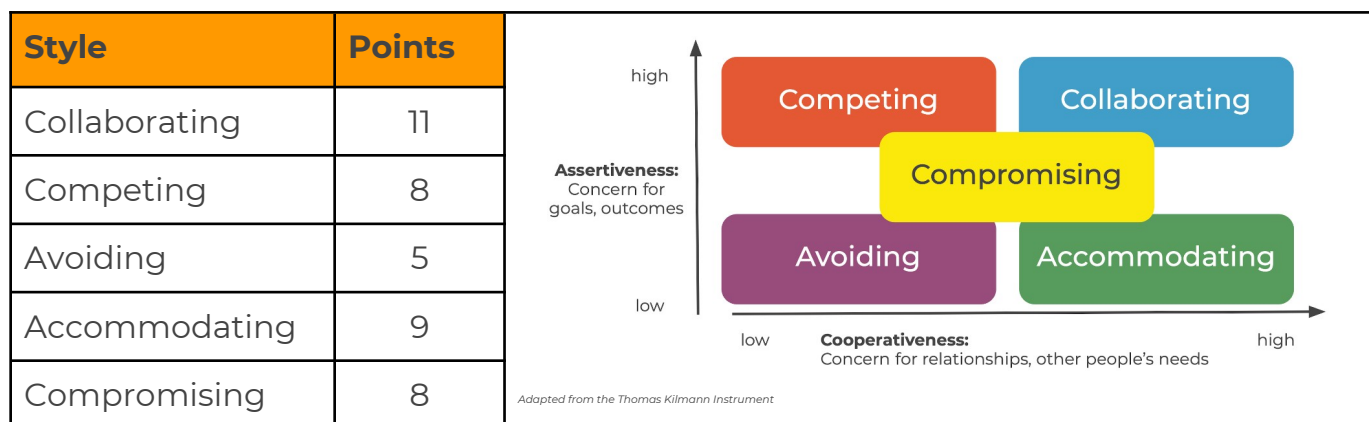


## Conflict Resolution Style Survey Results for Henry Neuman



The scores above are based on a 12 point scale. Your “default” conflict resolution styles are those with the highest scores.

The “strength” of your default style - that is, whether you stay in one style or move easily from one style to another - is indicated by the difference between the scores of the styles. If the difference is high, resistance in moving from one style to another is high. If the difference is low, you likely move from one style to the other with ease. If you have two tied scores, this means you easily move from one to another - likely depending on context. This model assumes that we use each style at one point or another but that our “dominant” style reflects our particular beliefs about conflict and our preferences, and is the style to which we default most readily.

While all of us have a default communication style when conflicts arise, we are capable of using any of the five styles if we set an intention to do so. Growth mindset is key— we are always capable of learning!

**Collaborating:** Assertive and cooperative— collaborating involves an attempt to work with others to find a solution that fully satisfies everyone’s concerns. It means digging into an issue to pinpoint the underlying needs and wants of the people involved. Collaborating might take the form of exploring a disagreement to learn from each other’s insights or trying to find a creative solution to an interpersonal problem.

**Competing:** Assertive and uncooperative—an individual pursues their own concerns at the other person’s expense. This is a power-oriented mode in which one uses whatever power seems appropriate (ability to argue, your rank, economic sanctions, etc.) to win your own position. Competing can mean “standing up for your rights,” defending a position which you believe is correct, or simply trying to win.

**Avoiding:** Unassertive and uncooperative—an individual neither pursues their own concerns nor those of the other individual, effectively not dealing with the conflict. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation.

**Accommodating:** Unassertive and cooperative— when accommodating, the individual neglects their own concerns to satisfy the concerns of the other person. There is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person’s order when one would prefer not to, or yielding to, or going along with, another’s point of view.

**Compromising:** Assertiveness and cooperativeness — the objective is to find some expedient, mutually acceptable solution that partially satisfies both parties. It falls intermediate between competing and accommodating. Compromising gives up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding, but does not explore it in as much depth as collaborating. In some situations, compromising might mean splitting the difference between the two positions, exchanging concessions, or seeking a quick middle-ground solution.