

CONFLICT MANAGEMENT STYLES

Instructions

1. Answers

For each of the 30 questions on pages 3 to 5, choose which sentence you most identify with when you are dealing with conflict in your life. Circle options A or B, like the examples below:

Conflict Management Styles Assessment: (Choose one from each section)		
1	<input checked="" type="radio"/> A	Occasionally I hold back and let others figure out how to resolve the conflict.
	<input type="radio"/> B	I aim to focus on similarities rather than differences in views.
2	<input type="radio"/> A	I like to resolve problems through negotiating.
	<input checked="" type="radio"/> B	I try to make sure everyone's concerns are addressed.
3	<input type="radio"/> A	I know what I want and I go for it.
	<input checked="" type="radio"/> B	I sometimes aim to make the other person feel better in order to end a conflict.

2. Scoring

On page 6, mark the option you chose for each question, like below:

Scoring your Thomas Kilmann Conflict Management Styles					
Question #	Competing	Collaborating	Compromising	Avoiding	Accommodating
1	-	-	-	<input checked="" type="radio"/> A	B
2	-	<input checked="" type="radio"/> B	A	-	-
3	A	-	-	-	<input checked="" type="radio"/> B

3. Determining your negotiation style

Add up the number of incidences in each column, so that you get a total score for each column, like below:

Question #	Competing	Collaborating	Compromising	Avoiding	Accommodating
1	-	✓	-	A	✓
2	✓	✓	A	-	-
3	✓	-	-	-	B
4	-	✓	✓	-	B
5	-	✓	-	B	-
6	B	-	✓	✓	-
7	-	✓	✓	A	-
8	A	✓	-	-	-
9	✓	-	-	A	-
10	A	-	✓	-	-
11	-	✓	✓	-	B
12	✓	-	✓	A	-
13	-	✓	A	-	-
14	B	✓	-	-	-
15	-	-	-	B	✓
16	✓	-	-	-	A
17	A	-	-	✓	-
18	-	-	✓	✓	A
19	-	A	✓	✓	-
20	-	A	✓	-	✓
21	-	B	✓	-	✓
22	B	-	✓	-	-
23	-	-	✓	✓	A
24	-	-	✓	-	A
25	A	-	-	-	✓
26	-	-	✓	-	B
27	-	✓	-	A	✓
28	A	✓	✓	-	-
29	-	-	✓	B	-
30	-	✓	-	-	A
SUBTOTALS	4	7	10	4	5

The column with the most incidences represents your main negotiating style. For Ken's example above, his main style is Compromising. He has a secondary style too, which would be Collaborating. He uses the other 3 styles much less.

4. Understanding your style

On pages 7 and 8, read about your style. See if you agree with the description, and the strengths and weaknesses it mentions. On page 9 you can read about strategies you could use with other styles. Would you agree?

Kilmann Conflict Management Styles Assessment: (Choose one from each section)		
1	A	Occasionally I hold back and let others figure out how to resolve the conflict.
	B	I aim to focus on similarities rather than differences in views.
2	A	I like to resolve problems through negotiating.
	B	I try to make sure everyone's concerns are addressed.
3	A	I know what I want and I go for it.
	B	I sometimes aim to make the other person feel better in order to end a conflict.
4	A	I like to resolve problems through negotiating.
	B	I'm willing to give up my own views if it will help the other person feel better.
5	A	I always try to work together to solve problems.
	B	I aim to avert uncomfortable situations when possible.
6	A	I do what I can to avoid tension.
	B	I aim to convince others that I am right.
7	A	I stall in order to take some time to think about problems before approaching them.
	B	I am willing to compromise when others do.
8	A	I know what I want and I go for it.
	B	I aim to discuss problems openly so that they can be worked out right away.

9	A	Sometimes conflicts are better left not discussed.
	B	I try to get what I want.
10	A	I know what I want and I go for it.
	B	I like to resolve problems through negotiating.
11	A	I aim to discuss problems openly so that they can be worked out right away.
	B	I sometimes aim to make the other person feel better in order to end a conflict.
12	A	At times I keep my views to myself in order to avoid conflict.
	B	I prefer a "give and take" solution to problems where both sides make adjustments.
13	A	If the other person can agree to disagree, I can do the same.
	B	I make sure others know my views.
14	A	I share my thoughts and ask others to share theirs.
	B	I aim to convince others that I am right.
15	A	I sometimes aim to make the other person feel better in order to end a conflict.
	B	I aim to avert uncomfortable situations when possible.
16	A	I try make sure the other person does not get upset.
	B	I try to make sure others understand my reasoning and why I am right.
17	A	I know what I want and I go for it.
	B	I aim to avert uncomfortable situations when possible.
18	A	I allow others to voice their opinions without objecting if it makes them feel better.
	B	I prefer a "give and take" solution to problems where both sides make adjustments.
19	A	I try to work out problems with others right away.
	B	I sometimes stall in order to take some time to think about problems before approaching them.

20	A	I try to work out problems with others right away.
	B	I prefer to figure out what the fairest outcome would be from everyone's perspective.
21	A	I try to pay attention to the other person's opinions when we are working out problems.
	B	I prefer to talk about problems directly.
22	A	I take a problem-solving approach where all sides figure out what we can agree on and what we are willing to give up.
	B	I tell others what I want.
23	A	I tend to worry about making everyone happy.
	B	Occasionally I hold back and let others figure out how to resolve the conflict.
24	A	I try to please others if it seems important to them.
	B	I aim to work together to settle our differences through a bargaining approach.
25	A	I try to convince people to agree with me.
	B	I try to pay attention to the other person's opinions when we are working out problems.
26	A	I try to find a way for different sides to meet half way in a conflict.
	B	I tend to worry about making everyone happy.
27	A	At times I keep my views to myself in order to avoid conflict.
	B	I allow others to voice their opinions without objecting if it makes them feel better.
28	A	I know what I want and I go for it.
	B	I always try to work together to solve problems.
29	A	I try to find a way for different sides to meet half way in a conflict.
	B	Sometimes conflicts are better left not discussed.
30	A	I try make sure the other person does not get upset.
	B	I tell others when something is wrong so that we can work together to make it right.

Scoring your Thomas Kilmann Conflict Management Styles					
Question #	Competing	Collaborating	Compromising	Avoiding	Accommodating
1	-	-	-	A	B
2		B	A	-	-
3	A	-	-	-	B
4	-	-	A	-	B
5	-	A	-	B	-
6	B	-	-	A	-
7	-	-	B	A	-
8	A	B	-	-	-
9	B	-	-	A	-
10	A	-	B	-	-
11	-	A	-	-	B
12	-	-	B	A	-
13	B	-	A	-	-
14	B	A	-	-	-
15	-	-	-	B	A
16	B	-	-	-	A
17	A	-	-	B	-
18	-	-	B	-	A
19	-	A	-	B	-
20	-	A	B	-	-
21	-	B	-	-	A
22	B	-	A	-	-
23	-	-	-	B	A
24	-	-	B	-	A
25	A	-	-	-	B
26	-	-	A	-	B
27	-	-	-	A	B
28	A	B	-	-	-
29	-	-	A	B	-
30	-	B	-	-	A
SUBTOTALS					

Interpreting your scores

There are no right and wrong answers in this assessment, as it examines how you handle conflict situations which can vary greatly. Different contexts call for different approaches, and there is a time and a place to use each of the conflict styles. Your scores for each style will range from 0 to 12. If you have a score that falls between 9 and 12, you tend to use that style frequently; a score between 5 and 8 means you sometimes use that style; and a score between 0 and 4 means you don't use that style very often.

Competer

Competers are known for being persuasive and direct. They know the result they want in a conflict situation, and they go for it. Their strengths are that they are often passionate about their views and dedicated to pursuing their convictions. Competers are good at making quick decisions, and tend not to waste time, which is especially helpful in the time of crisis.

Weaknesses: Sometimes Competers wind up with unequal relationships with others, and feelings of others can be hurt or overlooked with their decision-making style.

Colaborator

Colaborator tend to want to discuss all the details of a problem and work through it together so that everyone gets what he or she wants and is happy in the end. Their strengths are that they tend to welcome differences, build high-levels of trust and mutual understanding in relationships. There is also the potential to learn from creative problem solving.

Weaknesses: When time is a factor, it is difficult to spend the energy and time needed to process the way Problem Solvers tend do. There is also the potential for burnout from over-processing.

Compromiser

Compromisers approach conflict with the goal of compromise. They tend to think about what they are willing to give up and what they are willing to hold on to, and try to gear communication to focus on this give and take for all parties. It is a good way to promote cooperation. It can be done fairly quickly when both parties are engaged.

Weaknesses: Sometimes neither party really winds up with what he/she wants. It can also be viewed as a Band- Aid approach that doesn't really get to the root of a conflict.

Avoider

Avoiders tend to step away from conflict. They often keep their opinions to themselves in conflict situations so as not to continue or escalate the conflict. They are often admired for having a calming, quiet presence in the face of crisis.

Weaknesses: Avoiders sometimes keep their feelings bottled up and then aren't able to meet their own needs. This can result in a frustrating buildup of emotions.

Accommodator

Accommodators have a harmonizing approach to conflict. They often focus on supporting others in a conflict situation and are adept at placating people in uncomfortable situations. Accommodators often gain strong appreciation from others involved in a conflict.

Weaknesses: Accommodators may build up resentment from denying their own needs. It also may be difficult for those who want to get to the root of the problem to work with Accommodators who tend to focus on making others happy.

Chemistry between styles Take a look at the table below. Consider your own style, and how it mixes with the style of people you know and work with. How would you adapt? Discuss with your group.

Conflict management style chemistry				
What to do with: Your profile:	Avoiding	Accommodating	Competing	Collaborating
Avoiding	Seek help from another person	Seek help from another person	Focus firm limits	Make limits and/or needs clear
Accommodating	Seek help from another person	Make needs clear	Focus on firm limits	Make needs clear
Competing	Escalate to supervisor	Self-control	Patience	Self-control
Collaborating	Escalate to supervisor	Self-control	Set limits and be patient	Ideal!