**Conflict Styles Survey**

In each case, ask the question: **How often do I use this strategy as a method for resolving conflict?**

Using the following key, write the appropriate number in the blank to the left of each proverb.

1 = never 2 = rarely 3 = sometimes 4 = frequently 5 = always

1. You scratch my back, I’ll scratch yours. 3
2. When two quarrel, he who keeps silent first is the most praiseworthy. 4
3. Soft words win hard hearts. 5
4. A man who will not flee will make his foe flee. 3
5. Come and let us reason together. 4
6. It is easier to refrain than to retreat from a quarrel. 4
7. Half a loaf is better than none. 2
8. A question must be answered by knowledge, not by numbers, if it’s to have a right decision. 5
9. When someone hits you with a stone, hit him with a piece of cotton. 3
10. The arguments of the strongest always have the weight. 1
11. By digging and digging, the truth is discovered. 4
12. Smooth words make smooth ways. 4
13. If you cannot make a man think as you do, make him do as you do. 1
14. He who fights and runs away lives to fight another day. 4
15. A fair exchange brings no quarrel. 5
16. Might overcomes right. 2
17. Tit for tat is fair play. 1
18. Kind words are worth much and cost little. 4
19. Seek ‘til you find and you’ll not lose your labor. 4
20. Kill your enemies with kindness. 4
21. He loses least in a quarrel who keeps his tongue in check. 5
22. Try, and trust will move mountains. 5
23. Put your foot down where you mean to stand. 4
24. One gift for another makes good friends. 3
25. Don’t stir up a hornet’s nest. 2

Now that you have indicated how often you use each proverb, transfer your rating numbers to the following blanks. The

numbers correspond to the proverb’s numbers. Then, total numbers.

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Column 1 |  | Column 2 |  | Column 3 |  | Column 4 |  | Column 5 |
| 5 | \_\_4\_\_\_ | 4 | \_\_3\_\_\_ | 1 | \_\_3\_\_\_ | 2 | \_\_4\_\_\_ | 3 | \_\_5\_\_\_ |
| 8 | \_\_5\_\_\_ | 10 | \_\_1\_\_\_ | 7 | \_\_4\_\_\_ | 6 | \_\_4\_\_\_ | 12 | \_\_4\_\_\_ |
| 11 | \_\_4\_\_\_ | 13 | \_\_1\_\_\_ | 15 | \_\_5\_\_\_ | 9 | \_\_3\_\_\_ | 18 | \_\_4\_\_\_ |
| 19 | \_\_4\_\_\_ | 16 | \_\_2\_\_\_ | 17 | \_\_1\_\_\_ | 14 | \_\_4\_\_\_ | 20 | \_\_4\_\_\_ |
| 22 | \_\_5\_\_\_ | 23 | \_\_4\_\_\_ | 24 | \_\_3\_\_\_ | 21 | \_\_5\_\_\_ | 25 | \_\_2\_\_\_ |

Tot \_\_22\_\_\_ \_\_11\_\_\_ \_\_16\_\_\_ \_\_20\_\_\_ \_\_19\_\_\_

**Your Conflict Resolution Style:**

1st column = Collaborating \_22\_\_

2nd column = Competing \_11\_\_

3rd column = Compromising \_16\_\_

4th column = Avoiding \_20\_\_

5th column = Accommodating \_19\_\_

**Embrace Conflict as a Source of Growth and Transformation**

Conflict can come from a variety of sources:

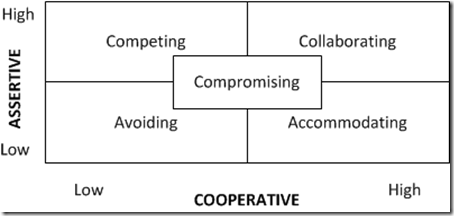
* **Goals**.  Conflict can happen as a result of conflicting goals or priorities.  It can also happen when there is a lack of shared goals.
* **Personalit**y **conflicts**.  Personality conflicts are a common cause of conflict.  Sometimes there is no chemistry, or you haven’t figured out an effective way to click with somebody.
* **Scarce resources**. Conflict can happen when you’re competing over scarce resources.
* **Styles**.   People have different styles.  Your thinking style or communication style might conflict with somebody else’s thinking style or their communication style.  The good news is that conflicts in styles are easy to adapt to when you know how.
* **Values**.  Sometimes you will find conflict in values.  The challenge here is that values are core.  Adapting with styles is one thing, but dealing with conflicting values is another.  That’s why a particular business, group, or culture may not be a good fit for you.  It’s also why “bird’s of a feather flock together” and why “opposites attract, but similarities bind.”

By embracing conflict as a part of life, you can **make the most of each situation** and use it as a **learning opportunity or a leadership opportunity**.

You can also use it as an opportunity to transform the situation into something better.

**Thomas-Kilmann Conflict Mode Instrument**

The Thomas Kilmann Conflict Mode Instrument is a model for handling conflict:

[](about:blank)

The model organizes 5 conflict management styles based on two dimensions:

assertiveness and cooperativeness.

**5 Conflict Management Styles**

Here are the five conflict management styles according to Thomas, K.W., and R.H. Kilmann:

1. **Accommodating** – This is when you cooperate to a high-degree, and it may be at your own expense, and actually work against your own goals, objectives, and desired outcomes.  This approach is effective when the other party is the expert or has a better solution.  It can also be effective for preserving future relations with the other party.
2. **Avoiding** –  This is when you simply avoid the issue.  You aren’t helping the other party reach their goals, and you aren’t assertively pursuing your own.  This works when the issue is trivial or when you have no chance of winning.   It can also be effective when the issue would be very costly.  It’s also very effective when the atmosphere is emotionally charged and you need to create some space. Sometimes issues will resolve themselves, but “hope is not a strategy”, and, in general, avoiding is not a good long term strategy.
3. **Collaborating** – This is where you partner or pair up with the other party to achieve both of your goals.  This is how you break free of the “win-lose” paradigm and seek the “win-win.”  This can be effective for complex scenarios where you need to find a novel solution.  This can also mean re-framing the challenge to create a bigger space and room for everybody’s ideas.  The downside is that it requires a high-degree of trust and reaching a consensus can require a lot of time and effort to get everybody on board and to synthesize all the ideas.
4. **Competing** – This is the “win-lose” approach.  You act in a very assertive way to achieve your goals, without seeking to cooperate with the other party, and it may be at the expense of the other party.    This approach may be appropriate for emergencies when time is of the essence, or when you need quick, decisive action, and people are aware of and support the approach.
5. **Compromising** – This is the “lose-lose” scenario where neither party really achieves what they want.  This requires a moderate level of assertiveness and cooperation.  It may be appropriate for scenarios where you need a temporary solution, or where both sides have equally important goals.   The trap is to fall into compromising as an easy way out, when collaborating would produce a better solution.

By knowing your own default patterns you improve your self-awareness.  Once you are aware of your own patterns, you can pay attention to whether they are working for you and you can **explore alternatives**.

By using a scenario-based approach, you can **choose more effective conflict management styles** and test their effectiveness for you and your situations.

Please prepare and submit (along with your completed form above) a one-page reflection on the results of your conflict styles survey. Do you agree/disagree with the assessment tool? Why? What impact do you feel your style has on your effectiveness at work or school? Is there anything you feel you need to change or adapt to be more effective? Describe how you might go about making an upgrade in your approach to conflict resolution.

* I feel that the assessment tool has just diagnosed my traits correctly. I am a person who would always try to collaborate with people and work together. I try to avoid conflicts as far as I can. But as we know that conflicts are unavoidable. If there is any such scenario where there is a conflict, I always try to accommodate. Accommodating doesn’t always mean accommodating what others have to say. But it also means finding a workaround where both the points of view have equal weightage and are considered while making a decision. When I feel I am not wrong, I try not to compromise, but if I see an opportunity where if I compromise, I can save a relationship or a project then I tend to bend down. I rarely try to compete in an argument to win it. For me, my relations and my career/success come first and competing conflicts are no way I can achieve those. I feel these qualities are of utmost importance when you consider a workplace setting. Conflicts in a workplace are pretty common and it is really difficult to resolve them. If you are willing to collaborate and accommodate everyone’s thoughts and experiences in your project, then the chances of conflict are very rare. But there might be situations where you might have to compromise as well to save your relationship with your peers. But it is also necessary to raise your voice against what you feel is incorrect. If we do not fear our peers and raise a voice that might change the perspective of the project, then we are not initiating a conflict, instead, we are bringing a new direction to the table which might become a turning point for the entire project. The one thing that I need to change or upgrade is that I compromise pretty often. If I see that the person I am arguing with is my senior and if I know that my argument is valid, but if I get a feeling that the argument is aggravating then I tend to compromise. I need to learn to stand my ground no matter what happens.