| **Use Accommodation** | | **Use Collaboration** | |
| --- | --- | --- | --- |
| * When you find you’re wrong and to allow a better position to be heard. * To learn, and to show your reasonableness. * When issues are more important to others than to you and to satisfy others and maintain cooperation. * To build social credits for later issues. * To minimize loss when outmatched and losing. * When harmony and stability are especially important. * To allow employees to develop by learning from mistakes | | * To find an integrative solution when both sets of concerns are too important to be compromised. * When your objective is to learn. * To merge insights from people with different perspectives. * To gain commitment by incorporating concerns into a consensus. * To work through feelings those have interfered with a relationship. | |
|  | **Use** **Compromise** | |  |
|  | * When goals are important but not worth the effort of potential disruption of more assertive approaches. * When opponents with equal power are committed to mutually exclusive goals. * To achieve temporary settlements to complex issues. * To arrive at expedient solutions under time pressure. * As a backup when collaboration or competition is unsuccessful. | |  |
| **Use Avoidance** | | **Use Competition** | |
| * When an issue is trivial, or more important issues are pressing. * When you perceive no chance of satisfying your concerns. * When potential disruption outweighs the benefits of resolution. * To let people cool down and regain perspective. * When gathering information supersedes immediate decision. * When others can resolve the conflict effectively. * When issues seem tangential or symptomatic of other issues. | | * When quick, decisive action is vital (in emergencies); on important issues. * Where unpopular actions need implementing (in cost cutting, enforcing unpopular rules, discipline). * On issues vital to the organization’s welfare. * When you know you’re right. * Against people who take advantage of noncompetitive behavior | |