

Module 2 | Conflict Styles Questionnaire*

Learning Objectives

- Assess own collaboration-related preferences and traits (e.g., work styles, conflict styles, social sensitivity, and internal/external processing).

Lab Exercise

Conflict Styles

- ☐ I make an effort to get my way.
- ☒ I try to find a compromise solution.
- ☐ I may sacrifice my own wishes for the wishes of another.
- ☐ I try to win my position.
- ☒ Sometimes I let others take responsibility for solving the problem.
- ☐ I try to do what is necessary to avoid tension.
- ☒ I seek other's help in working out a solution.
- ☒ I give up some points in exchange for others.
- ☐ I assert my wishes.
- ☐ I try to not hurt the other's feelings.
- ☒ I attempt to deal with all of her and my concerns.
- ☐ I offer rewards so the other will comply with my wishes.
- ☒ I assume that in a conflict all parties may be able to come out winners.
- ☐ I ask for more than I expect to get.
- ☒ If it makes him happy, I let him maintain his views.
- ☐ I try to surface all her concerns.
- ☒ I sometimes avoid taking a position which would create controversy.
- ☐ I propose a middle ground.
- ☒ I seek others' help in working out a solution.
- ☐ I use whatever authority I have to convince the other of my position.
- ☒ I try to find a fair combination of gains and losses for both of us.
- ☒ I try to avoid creating unpleasantness.
- ☐ I try to soothe others' feelings and preserve the relationship.
- ☒ In conflict, everybody comes out with something, though not all that was expected.
- ☐ I am concerned with satisfying all our wishes.
- ☒ I don't let others abuse my rights.
- ☐ In a conflict, I may sacrifice my wishes for those of another.
- ☒ I try to postpone the issue until I have time to think it over carefully.
- ☐ If it means more to the other, I let him maintain his position.
- ☒ I invite the other to join with me to deal with the differences between us.
- ☐ I assert my rights.
- ☐ I will make an effort to go along with what the other wants.
- ☒ I attempt to get all concerns and issues out in the open.
- ☐ Differences are not always worth worrying about.
- ☒ In a conflict, everyone should get part of what they want.
- ☐ To keep peace, I will sacrifice my wishes for those of the other.
- ☒ It's more important to be right than to be friendly.
- ☐ I try to do whatever is necessary to avoid tension.
- ☒ I assume each of us must give up something for the good of whole.



Submit Responses




Here's how you scored on the five conflict styles:

- Avoid: 5
- Force: 2
- Accomodate: 1
- Collaborate: 6
- Compromise: 6

Now that you know how you scored on each of the five conflict styles, read the following descriptions and see whether your score on the test aligns with how you think you usually handle conflict with other members of project teams. Do you have one or two dominant approaches, or are your scores mixed? Please keep in mind that there is no 'best' way to handle conflicts, a point that we will explore in the next module on Basic Conflict Communication.

Conflict Styles

Avoiding		Like a turtle retreating into a shell, when you are in a conflict and are angry or upset you tend to withdraw, act as if nothing is wrong, or refuse to engage. You hide from the problem, ignore it and hope it will go away. You may believe that talking to the other person is a confrontation that is not worth the risk. You view conflict as something to be shunned at all costs, even at the expense of your goals or the relationship. If you and the other person both want the last orange, you leave the kitchen.
Forcing		Like a machine that can move whatever stands in its way, when you are in a conflict,

		you do everything you can to win or to get your way. You will pursue your own goals even at the expense of the relationship. You view conflict as a win or lose situation. If you and the other person both want the last orange, you explain that you need and deserve the whole thing.
Accommodating		Like a soft smiling Teddy bear, this style tries to please everyone. When you are in a conflict you don't want to hurt the other person's feelings or make anyone uncomfortable, including yourself. Even while you are willing to discuss conflicts with the other people involved, you believe that conflict damages relationships. You will give up your goal and let the other person have his or her way in order to maintain the relationship. If both of you want the last orange, you will gracefully hand it over.
Compromising		This style tries to be fair in meeting the needs and wants of self and others, giving something to get something in return. When you are in a conflict, you try to settle it quickly, often by splitting the difference. Your objective in a conflict is to find an expedient solution that everyone can live with, even if they are not totally satisfied. If two people want the last orange, you get a knife.
Collaborating		This style assumes there is a way to satisfy everyone if you look hard enough. When you are in a conflict, you talk about it with the other person to try to find a win/win. You try to maintain and improve relationships by meeting the needs of the other person as well as your own. You are willing to spend time to understand the other person's perspective and to clearly explain your own. If you both want the last orange, you hold a meeting about why you each need it and explore all the options.

Based on the descriptions, how do your scores on the survey align with your own subjective view of your conflict style?

- ☐ Very well
☒ About right
☐ So-so
☐ More wrong than right
☐ Off by a mile

What do you think is/are your dominant style or styles?

Collaborating, compromising, accomodating.

Resubmit

* From Conflict Resolution Workshop, Judicial Process Commission Conciliation Task Force (Rochester, NY, September 1998).



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