

The Conflict Inventory

As you answer the questions in the inventory, think of yourself in a particular “setting” in which you are sometimes or often in conflict. Do not attempt to think of yourself “in general” or in a variety of settings, but in one particular environment. A setting is an environment, organization, or relationship that has significance for you as distinct from other settings or relationships. For example, a setting might be your relationship with your spouse as distinct from your relationship from your children; it might be your relationship with your co-workers, or your manager; it might be your relationship with a volunteer organization within your community.

For each question, give an answer that reflects, as close as it can, how you usually respond in this conflict setting. Each question contains a pair of statements describing possible behaviour responses. For each pair, circle the “A” or “B” statement that is most characteristic of your own behaviour. In many cases neither “A” or “B” may be very typical of your behaviour; even so, please select the response you would be more likely to make. If you skip questions, the scoring will not be meaningful.

Question 1

- A. Using logic I try to convince the other of my position.
- B. I use whatever authority I have to convince the other of my position.

Question 2

- A. I let others take responsibility for solving the problem.
- B. I seek the other’s help in working out a solution.

Question 3

- A. I try to find a compromise solution.
- B. I actively listen to the other.

Question 4

- A. I make an effort to wind the other over.
- B. I will make an effort to go along with what the other wants.

Question 5

- A. I remind the other of the justice of my position.
- B. I show empathy about the other’s plight.

Question 6

- A. I try to surface all of the other person's concerns.
- B. If I give up something, I expect the other to give up something.

Question 7

- A. I press my argument to get points made.
- B. I attempt to work on all concerns and issues in the open.

Question 8

- A. I assert my rights.
- B. I will give up some points in exchange for others.

Question 9

- A. I try to soothe the other's feelings to preserve our relationship.
- B. I encourage the other to act for him or herself.

Question 10

- A. I tell the other person my ideas.
- B. I propose middle ground.

Question 11

- A. I remind the other I am an authority on the subject we are dealing with.
- B. To keep the peace, I might sacrifice my own wishes for those of the other.

Question 12

- A. I invite the other to join with me to deal with the differences between us.
- B. I assume that giving advice creates dependence on me.

Question 13

- A. I try to show the other the soundness of my position.
- B. I usually repeat back or paraphrase what the other has said.

Question 14

- A. I use the constitution or policy manual as a backup for my position.
- B. I encourage the other to stay in the conflict with me until we agree.

Question 15

- A. I try to do what is necessary to avoid tension.
- B. If it makes the other happy, I might let him or her retain some of his or her views.

Question 16

- A. I point to the consequences if the other doesn't listen.
- B. I am firm in pursuing my argument.

Question 17

- A. I am concerned with satisfying everybody's wishes.
- B. I try to find a fair way for the other to get what he or she wants.

Question 18

- A. I don't try to persuade another about what should be done. I help the other find his or her own way.
- B. I try to find a fair combination of gains and losses for both of us.

Question 19

- A. I try to postpone the issue until a later time.
- B. I try to show the rationality and benefits of my position.

Question 20

- A. I am non-judgemental about what the other says or does.
- B. I call on an expert authority to support my case.

Question 21

- A. I try to find an intermediate position.
- B. I usually seek the other's help in working out a solution.

Question 22

- A. I tell the other about the problem so we can work it out.
- B. I propose solutions to our problems.

Question 23

- A. I usually ask for more than I expect to get.
- B. I offer rewards so the other will go along with my point of view.

Question 24

- A. I try not to give advice, only to help the other make up his or her own mind.
- B. Differences are not always worth worrying about.

Question 25

- A. I calculate how much I can get, knowing I won't get everything.
- B. I try to gain the other's trust, to get him or her on my side.

Question 26

- A. I sometimes avoid taking positions that would create unpleasantness.
- B. I withdraw when I don't get my way.

Question 27

- A. I help the other take care of his or her own problems.
- B. When someone avoids conflict with me, I invite that person to work it out with me.

Question 28

- A. I try to put as little of myself forward as possible, attempting to make use of the strengths of the other.
- B. I point out the faults in the other's arguments.

Question 29

- A. When someone threatens me, I assume we have a problem and I invite that person to work it out with me

- B. When I am right, I don't argue much; I just state my position and stand firm.

Question 30

- A. I will give in a little so everybody gets something he or she wants.
- B. I try not to hurt the other's feelings.

Question 31

- A. I prepare my case before joining the argument.
- B. I admonish the other to do as I say.

Question 32

- A. I am considerate of the other's wishes.
- B. If we are at a loss as to how to work an issue through, we ask for a third party.

Question 33

- A. To succeed, one needs to be flexible.
- B. In a conflict, one should focus on fact finding.

Question 34

- A. I evaluate the positives and negatives of the other's argument.
- B. If the other's position is important to him or her, I would try to meet those wishes.

Question 35

- A. It is more important to be right than to be friendly.
- B. I try to help the other feel courage and power to manage his or her problems.

Question 36

- A. I assume we will all be able to come out winners.
- B. I assume conflict management is the art of attaining the possible.

Question 37

- A. When opposed, I can usually come up with a counter argument.
- B. I assume we can work a conflict through.

Question 38

- A. I emphasize the gravity of the situation.
- B. In a conflict, everybody should come out with something, though not everything that was expected.

Question 39

- A. I prefer to postpone unpleasant situations.
- B. I support the other in trying to find his or her way.

Question 40

- A. I defend my ideas.
- B. I share only that which is helpful to my case.

Question 41

- A. I let others know whether my requirements are being met.
- B. I want the other to be content.

Question 42

- A. I attempt to define our mutual problems.
- B. I sympathize with the other's difficulties, but don't take responsibility for them.

Question 43

- A. I usually plan out my argument.
- B. I express caring toward the other.

Question 44

- A. If it is important, I will put pressure on the other to get what is needed.
- B. I join with the other to gather data about our problems.

Question 45

- A. I assume relationships are more important than issues.
- B. I assume that each of us must give up something for the good of the whole.

Scoring the Conflict Inventory

	Persuade	Compel	Avoid/Accommodate	Collaborate	Negotiate	Support
1	A	B				
2			A	B		
3					A	B
4	A		B			
5		A				B
6				A	B	
7	A			B		
8		A			B	
9			A			B
10	A				B	
11		A	B			
12				A		B
13	A					B
14		A		B		
15			A		B	
16	B	A				
17			B	A		
18					B	A
19	B		A			
20		B				A
21				B	A	
22	B			A		
23		B			A	
24			B			A
25	B				A	
26		B	A			
27				B		A
28	B					A
29		B		A		
30			B		A	
31	A	B				
32			A	B		
33					A	B
34	A		B			
35		A				B
36				A	B	
37	A			B		
38		A			B	
39			A			B
40	A				B	
41		A	B			

	Persuade	Compel	Avoid/Accommodate	Collaborate	Negotiate	Support
42				A		B
43	A					B
44		A		B		
45			A		B	

Totals

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