

# Conflict Management Styles

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## How do I Manage Differences? Self-Assessment Exercise

Picture yourself in a situation where your wishes differ from another person's.

For each of the following, choose the statement (**A or B**) that best describes how you would respond. Sometimes neither statement will be very typical for you, but try and choose the one that seems most accurate.

**Note:**

*The answers to this self-assessment will not be shared with anyone else, its purpose is to help you become more aware of how you manage conflict.*

**Circle the option (A or B) that you think is most accurate.**

1. **A** There are times when I let others take responsibility for solving the problem.  
**B** Rather than negotiate the things in which we disagree, I try to stress those things upon which we both agree.
2. **A** I try to find a compromise solution.  
**B** I attempt to deal with all of his and my concerns
3. **A** I am usually firm in pursuing my goals.  
**B** I might try to soothe the other's feelings and preserve our relationship
4. **A** I try to find a compromise solution.  
**B** I sometimes sacrifice my own wishes for the wishes of the other person.
5. **A** I consistently seek the other's help in working out a solution  
**B** I try to do what is necessary to avoid useless tensions.
6. **A** I try to avoid creating unpleasantness for myself.  
**B** I try to win my position
7. **A** I try to postpone the issue until I have had some time to think it over.  
**B** I give up some points in exchange for others
8. **A** I am usually firm in pursuing my goals.  
**B** I attempt to get all concerns and issues immediately out in the open.
9. **A** I feel that differences are not always worth worrying about.  
**B** I make some effort to get my way
10. **A** I am firm in pursuing my goals  
**B** I try to find a compromise solution
11. **A** I attempt to get all concerns and issues immediately out in the open  
**B** I might try to soothe the other's feelings and preserve our relationship
12. **A** I sometimes avoid taking positions, which would create controversy.  
**B** I will let him have some of his positions if he lets me have some of mine.

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13. **A** I propose a middle ground.  
**B** I press to get my points made.
14. **A** I tell him my ideas and ask him for his  
**B** I try to show him the logic and benefits of my position
15. **A** I might try to soothe the other's feelings and preserve our relationship.  
**B** I try to do what is necessary to avoid tensions.
16. **A** I try not to hurt the other's feelings  
**B** I try to convince the other person of the merits of my position
17. **A** I am usually firm in pursuing my goals.  
**B** I try to do what is necessary to avoid useless tensions.
18. **A** If it makes the other person happy, I might let him maintain his views.  
**B** I will let him have some of his positions if he lets me have some of mine.
19. **A** I attempt to get all concerns and issues immediately out in the open.  
**B** I try to postpone the issue until I have had time to think it over.
20. **A** I attempt to immediately work through our differences.  
**B** I try to find a fair combination of gains and losses for both of us.
21. **A** In approaching negotiations, I try to be considerate of other person's wishes.  
**B** I always lean toward a direct discussion of the problem.
22. **A** I try to find a position that is intermediate between his and mine.  
**B** I assert my wishes.
23. **A** I am very often concerned with satisfying all our wishes.  
**B** There are times when I let others take responsibility for solving the problem.
24. **A** If the other's position seems very important to him, I would try to meet his wishes.  
**B** I try to get him to settle for a compromise.
25. **A** I try to show him the logic and benefits of my position.  
**B** In approaching negotiations, I try to be considerate of the other person's wishes.
26. **A** I propose a middle ground.  
**B** I am nearly always concerned with satisfying all our wishes.
27. **A** I sometimes avoid taking positions which would create controversy.  
**B** If it makes the other person happy, I might let him maintain his views.
28. **A** I am usually firm in pursuing my goals.  
**B** I usually seek the other's help in working out a solution.
29. **A** I propose a middle ground.  
**B** I feel that differences are not always worth worrying about.
30. **A** I try not to hurt the other's feelings  
**B** I always share the problem with the other person so that we can work it out.

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## Scoring the Thomas Kilman Conflict Mode Instrument

Circle the letters below, which you circled on each item of the questionnaire.

	Domineering (Competing)	Problem Solving (Collaborating)	Compromising (Sharing)	Avoiding (Withdrawal)	Accommodating (Smoothing)
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.		A		B	
24.			B		A
25.	A				B
26.		B	A		
27.				A	B
28.	A	B			
29.			A	B	
30.		B			A

Total number of items circled in each column:

Domineering	Problem Solving	Compromising	Avoiding	Accommodating
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The style with the highest number indicates your conflict management style.