

CONFLICT RESOLUTION STYLES

Instructions

Consider situations in which you find your wishes differing from those of another person. How do you usually respond to such situations?

On the following pages are several pairs of statements describing possible behavioural responses. For each pair, please circle the 'A' or 'B' statement which is most characteristic of your own.

In many cases, neither the 'A' nor the 'B' statement may be very typical of your behaviour; but please select the response which you would be more likely to use.

1	A. B.	There are times when I let others take responsibility for solving the problem. Rather than negotiate the things on which we disagree, I try to stress those things upon we both agree.
2	A. B.	I try to find a compromise solution. I attempt to deal with all of their and my concerns.
3	A. B.	I am usually firm in pursuing my goals. I might try to soothe the other's feelings and preserve our relationship.
4	A. B.	I try to find a compromise solution. I sometimes sacrifice my own wishes for the wishes of the other person.
5	A. B.	I consistently seek the other's help in working out a solution. I try to do what is necessary to avoid useless tensions.
6	A. B.	I try to avoid creating unpleasantness for myself. I try to win my position.
7	A. B.	I try to postpone the issue until I have had some time to think it over. I give up some points in exchange for others.

CONFLICT RESOLUTION STYLES CONT.

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 them have some of his positions if they let me have some of mine.
13	A.	I propose a middle ground.
	B.	I press to get my points made.
14	A.	I tell them my ideas and ask her/him for his.
	B.	I try to show them 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.

CONFLICT RESOLUTION STYLES CONT.

17	A. B.	I am usually firm in pursuing my goals I try to do what is necessary to avoid useless tensions.
18	A. B.	If it makes the other person happy, I might let them maintain their views. I will let them have some of their positions if they let me have some of mine.
19	A. B.	I attempt to get all concerns and issues immediately out in the open. I try to postpone the issue until I have had some time to think it over.
20	A. B.	I attempt to immediately work through our differences. I try to find a fair combination of gains and losses for both of us.
21	A. B.	In approaching negotiations, I try to be considerate of the other person's wishes. I always lean toward a direct discussion of the problem.
22	A. B.	I try to find a position that is intermediate between theirs and mine. I assert my wishes.
23	A. B.	I am very concerned with satisfying all our wishes. There are times when I let others take responsibility for solving the problem.
24	A. B.	If the other's position seems very important to him, I would try to meet their wishes. I try to get them to settle for a compromise.
25	A. B.	I try to show them the logic and benefits of my position. In approaching negotiations, I try to be considerate of the other person's wishes.

CONFLICT RESOLUTION STYLES CONT.

26	A. B.	I propose a middle ground. I am nearly always concerned with satisfying all our wishes.
27	A. B.	I sometimes avoid taking positions that would create controversy. If it makes the other person happy, I might let them maintain his views.
28	A. B.	I am usually firm in pursuing my goals. I usually seek the other's help in working out a solution.
29	A. B.	I propose a middle ground I feel that differences are not always worth worrying about.
30	A. B.	I try not to hurt the other's feelings. I always share the problem with the other person so that we can work it out.

*As Homo Sapiens, we have developed
the idea of win-win!*



SCORING

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

	Competing (forcing)	Co-operative (problem solving)	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

SCORING

	Competing (forcing)	Co-operative (problem solving)	Compromising (sharing)	Avoiding (withdrawal)	Accommodating (smoothing)
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 the number of items circled in each column.

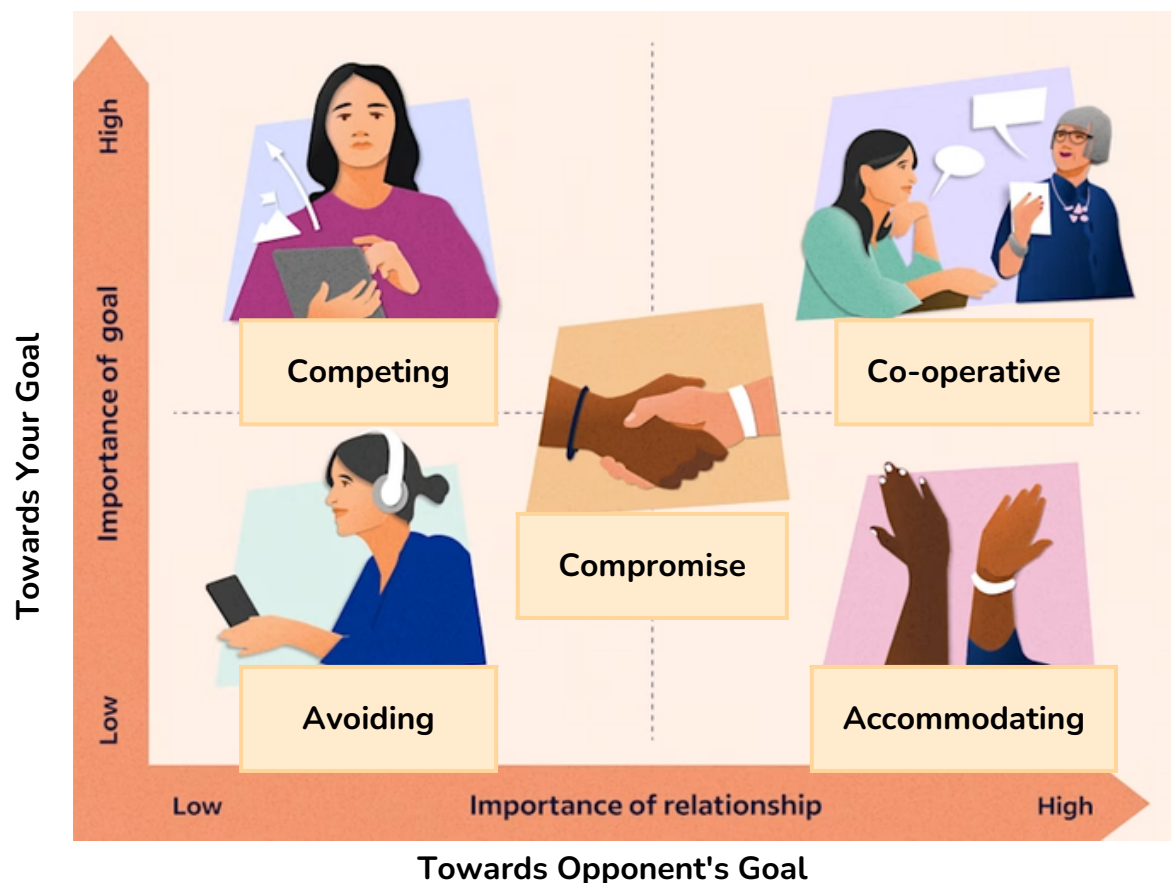
Competing	Co-operative	Compromising	Avoiding	Accommodating
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MODES OF CONFLICT RESOLUTION

The diagram below provides a useful schema for showing the five main ways of handling conflict based on the relative weighting given by two axes: -

(x) Towards Your Goal: - Assertive, concern for self & Not interested in opponent's needs

(y) Towards Opponent's Goals: - Concern for others, compliant & Not interested in own needs



				Your Mode
1	Competitive	Win/Lose	Confrontation	
2	Co-operative	Win/Win	Problem Solving	
3	Compromise	Draw/Draw	Suboptimal	
4	Avoidance	Lose/Lose	Withdrawal	
5	Accommodation	Lose/Win	Capitulation	

Source: Thomas-Kilmann Conflict Mode Instrument (TKI)