

Conflict Management Styles Survey

In the spaces at the right, think of recent conflicts you have had at work and in your personal life. After reading each one of the following statements, decide whether you use this kind of response **frequently** (write "3"), **occasionally** (write "2") or **rarely** (write "1") for each type of conflict.

Questions	Workplace Conflict	Personal Conflict:
1. Make sure you are understood.		
2. Take into account the other's point of view as well as your own.		
3. Identify mutual concerns.		
4. Admit that you may be wrong.		
5. Prefer to let it go, not worth it.		
6. Likely to argue.		
7. Share decision making with others on important issues.		
8. Try to reach a compromise.		
9. Give in to the other.		
10. Try to change the subject.		
11. Firmly pursue your opinion until you are heard.		
12. Try to get all concerns aired.		
13. Give in a little and encourage the other to do the same.		
14. Pretend to agree.		
15. Lighten it up or joke about it.		
16. Strongly assert your opinion.		
17. Try to find a new solution both of you will find acceptable.		
18. Try to develop areas of common ground.		
19. Sympathize with the other.		
20. Avoid the other person.		

Workplace Conflict:

A	B	C	D	E
1.	2.	3.	4.	5.
6.	7.	8.	9.	10.
11.	12.	13.	14.	15.
16.	17.	18.	19.	20.
Total:	Total:	Total:	Total:	Total:
A ()	B ()	C ()	D ()	E ()

Personal Conflict:

A	B	C	D	E
1.	2.	3.	4.	5.
6.	7.	8.	9.	10.
11.	12.	13.	14.	15.
16.	17.	18.	19.	20.
Total:	Total:	Total:	Total:	Total:
A ()	B ()	C ()	D ()	E ()

In the two tally grids above (one for each type of conflict), there are 5 columns numbered A-E. For each survey question (1-20) place your answer on the tally grid next to the corresponding number. When you have finished populating the tally grid, add the numbers in each of the five columns and place the sum under "totals". Once you have added your columns, identify where you have your **HIGHEST** score.

CONFLICT STYLES

When to use which style?

(A) Competing

Often Appropriate When

- An emergency looms.
- You're sure you're right and being right matters more than preserving relationships.
- The issue is trivial and other people don't care what happens.

Often Inappropriate When

- Collaboration has not yet been attempted.
- Cooperation from others is important.
- Used routinely for most issues.
- Self-respect of others is diminished needlessly.

(B) Collaborating

Often Appropriate When

- The issues and relationship are both significant.
- Cooperation is important.
- A creative end is important.
- Reasonable hope exists to address all concerns.

Often Inappropriate When:

- Time is short.
- The issues are unimportant.
- You're over-loaded.
- The goals of the other person certainly are wrong.

(C) Compromising

Often Appropriate When:

- Cooperation is important but time or resources are limited.
- When finding some solution, even less than the best, is better than a complete stalemate.
- When efforts to collaborate will be misunderstood as forcing.

Often Inappropriate When:

- Finding the most creative solutions possible is essential.
- When you can't live with the consequences.

(D) Avoiding

Often Appropriate When:

- The issue is trivial.
- The relationship is insignificant.
- Time is short and a decision not necessary.
- You have little power but still wish to block the other person.

Often Inappropriate When:

- You care about both the relationship and the issues involved.
- Used habitually for most issues.
- Negative feelings may linger.
- Other people would benefit from caring.

(E) Accommodating

Often Appropriate When:

- You really don't care about the issue.
- You're powerless but have no wish to block the other person.
- When you realize you are wrong.

Often Inappropriate When:

- You are likely to harbor resentment.
- Used habitually in order to gain acceptance (Outcome: depression and lack of self-respect).
- When other people wish to collaborate and will feel like enforcers if you accommodate.