

Conflict Resolution

THOMAS-KILMAN CONFLICT MODE INSTRUMENT

1. A. There are times when I let others take responsibility for solving the problem.
B. Rather than negotiate the things on 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 try 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.
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 some 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 the 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. In approaching negotiations, I try to be considerate of the other person's wishes.
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 that 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.

Scoring the Thomas-Kilmann Conflict Mode Instrument

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

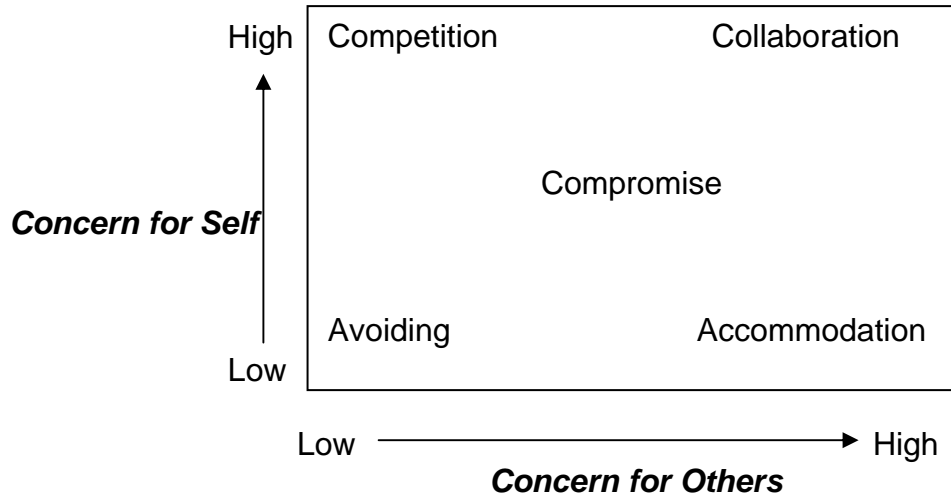
	Competing (forcing)	Collaboration (problem solving)	Compromising (sharing)	Avoiding (withdrawal)	Accommodating (smoothing)
1.				A	B
2.		B	A		
3.	A			B	
4.			A		B
5.		A		B	
6.	B			A	
7.			B	A	
8.	A	B			
9.	B			A	
10.	A		B		
11.		A			B
12.			B	A	
13.	B		A		
14.	B	A			
15.				B	A
16.	B				A
17.	A			B	
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 in Each Column

Competing: _____ Collaboration: _____ Compromising: _____

Avoiding: _____ Accommodating: _____

The Conflict Grid



Adapted from Hocher & Wilmot, Interpersonal Conflict, 1985.

COLLABORATING

An attempt to satisfy each party. A win-win approach.

Advantage: Collaboration works well when one wants to find an integrative solution that will satisfy both parties.

Disadvantage: If investment in the relationship is low, then collaboration is not worth the effort, for it is time and energy consuming.

COMPROMISING

Giving partial satisfaction to both parties.

Advantage: Compromise sometimes lets one accomplish important goals with less time expenditure than collaboration requires.

Disadvantage: It prevents creative new options from arising because it can be easy and handy to use.

COMPETING

Asserting your position when having high concern for yourself and low concern for the other.

Advantage: Competition can be appropriate and useful when one has to make a quick, decisive action such as an emergency.

Disadvantage: Competition can harm the relationship between the parties because of the focus on external goals.

AVOIDING

Postponing the conflict when having low concern for both parties.

Advantage: It is useful if the issue is trivial or if other important issues demand your attention.

Disadvantage: It usually preserves the conflict and sets the stage for a later explosion or backlash.

ACCOMMODATING

Meeting the other person's needs and not asserting your own.

Advantage: If an issue is important to the other and not important to you, you can give a little to gain a lot.

Disadvantage: Accommodation can foster an undertone of competitiveness if people develop a pattern of showing each other how nice they can be.