

CONFLICT STYLES QUESTIONNAIRE

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 a number of pairs of statements describing possible behavioral responses. For each pair please choose either the "A" or "B" statement which is most characteristic of your own behavior. In many cases, neither the "A" nor the "B" statement may be very typical of your behavior; but please select the response which you would be more likely to use.

- ____ 1. A. There are times when I let others take responsibility to 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 attempt to deal with all of his or her 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 them have some of their 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 him or her my ideas and ask for theirs
 B. I try to show him or her 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 them maintain their views.
 B. I will let them have some of their positions if they let 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'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 theirs 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 another's position seems important to them, I will try to meet their wishes.
B. I try to get them to settle for a compromise.
- ____ 25. A. I try to show them the logic and benefit of my position.
B. In approaching negotiations I try to be considerate of the other'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 them maintain their 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 aren't 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 FORM: Circle the letters below which you circled on each item of the questionnaire.

	Competing (persuading)	Collaborating (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	

	Competing (persuading)	Collaborating (problem solving)	Compromising (sharing)	Avoiding (withdrawal)	Accommodating (smoothing)
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:

_____ Competing

_____ Collaborating

_____ Compromising

_____ Avoiding

_____ Accommodating

STYLE DESCRIPTIONS

COMPETING

CHARACTERISTICS: The competing style is often employed by a person who is assertive but uncooperative. Such a person pursues his or her own objectives without due regard for others. A competing individual employs power-oriented strategies to achieve an objective. Such strategies include the ability to argue, the use of status and position, or the use of threats. Individuals who tend to compete generally perceive that they are standing up for their rights, defending what is right, or trying to win.

APPROPRIATE TO USE:

1. When quick, decisive action is vital, e.g., emergencies.
2. On important issues where unpopular courses of action need implementing.
3. On issues vital to relationship welfare when you know you are right.
4. To protect yourself against people who take advantage of your noncompetitive behavior.

COLLABORATING

CHARACTERISTICS: The collaborating style is the opposite of the avoiding style and includes both assertive and cooperative elements. A collaborating individual attempts to work with others until a solution is discovered that fully satisfies the needs of all concerned parties. For a collaborating style to be effective, the individuals in the conflict have to identify their underlying concerns and explore alternatives that are compatible. Collaboration requires a willingness of the individuals in the conflict to disclose considerable information and a high level of trust between the conflicting parties. Collaboration may include analysis of the disagreement to learn from each other's insights and trying to find creative solutions which eliminate the basic source of the problem.

APPROPRIATE TO USE:

1. To find a solution when both sets of concerns are too important to be compromised.
2. When your objective is to learn, e.g., testing your own assumptions, understanding others' views.
3. To merge insights from people with different perspectives on a problem.
4. To gain commitment by incorporating other's concerns into a decision.
5. To work through hard feelings which have been interfering with a relationship.

COMPROMISING

CHARACTERISTICS: The compromising style includes a mix of assertiveness. Compromising individuals attempt to find practical, expedient, mutually acceptable solutions. The compromising style includes elements of the four other styles. A compromising individual gives up more than a competing individual but less than an accommodating person.

APPROPRIATE TO USE:

1. When goals are moderately important, but not worth the effort or potential disruption of more assertive modes.
2. When two opponents with equal power are strongly committed to mutually exclusive goals.
3. To achieve temporary settlements to complex issues.
4. To arrive at expedient solutions under time pressures.
5. As a backup mode when collaboration or competition fails to be successful.

AVOIDING

CHARACTERISTICS: The avoiding style includes unassertive and uncooperative characteristics. The avoiding individual does not immediately pursue either his or her concerns or the concerns of others. Rather, he or she does not address the conflict, often pretending it is not there. An avoider might sidestep the controversy, attempt to postpone treatment of the issue, or actually withdraw from the situation.

APPROPRIATE TO USE:

1. When an issue is trivial, of only passing importance, or when other important issues are pressing.
2. When you see no absolutely no chance of satisfying your concerns.
3. When the potential damage of confronting a conflict outweighs the benefits of its resolution.

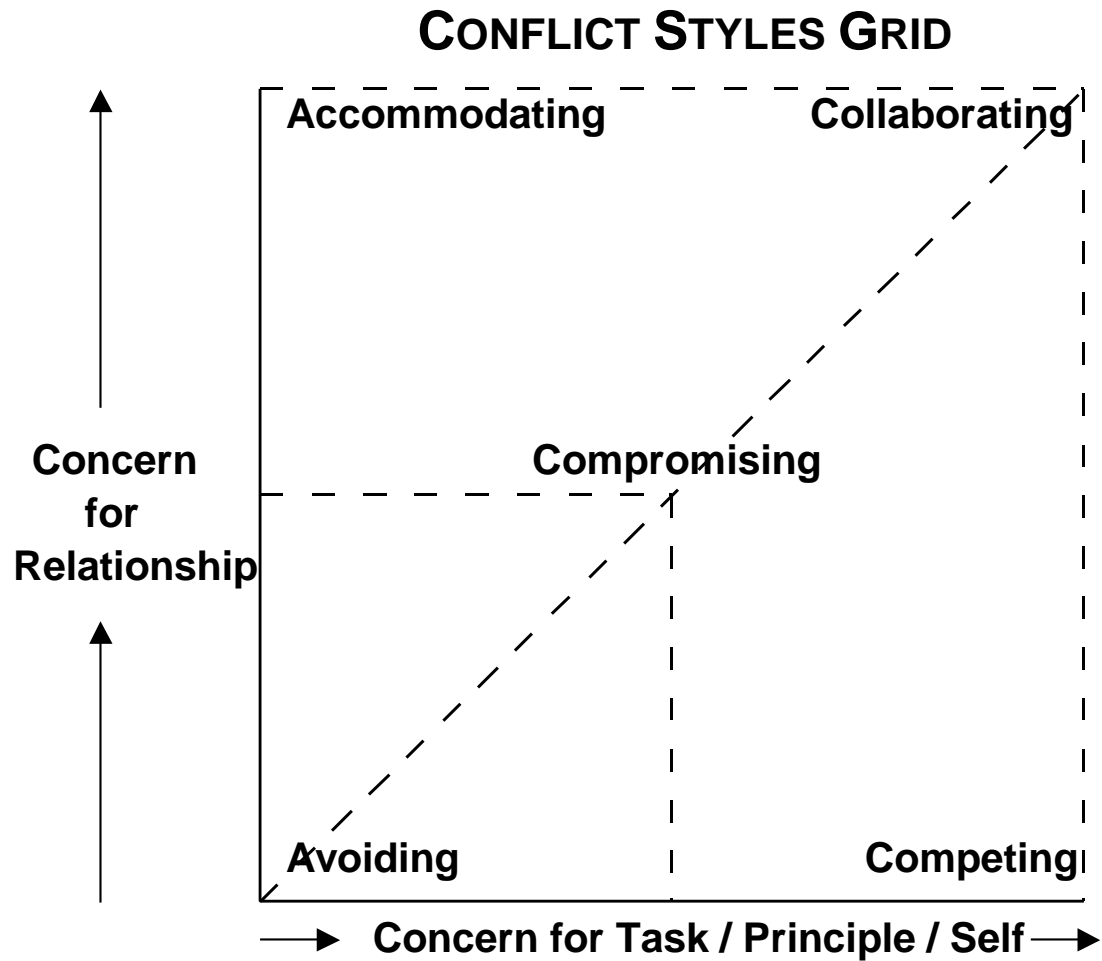
ACCOMMODATING

CHARACTERISTICS: The accommodating style is the opposite of a competing style in that an individual neglects his or her own concerns in an attempt to meet the concerns of the other individuals in the conflict. A person who chooses to use an accommodating style tends to avoid conflict situations when possible but once he or she becomes involved, accommodating manifests itself in self-sacrifice, obeying orders he or she would prefer to disobey, or yielding to a point of view he or she does not hold.

APPROPRIATE TO USE:

1. When you realize that you are wrong, to allow a better position to be heard, to learn from others, and to show that you are reasonable.

2. When the issue is much more important to the other person than to yourself, to satisfy the needs of others, and as a goodwill gesture to help maintain a cooperative relationship.
3. To build up social credits for later issues which are more important to you.
4. When continued competition would only damage your cause, when you are outmatched and losing.
5. When preserving harmony and avoiding disruption are especially important.
6. To aid in the managerial development of subordinates by allowing them to experiment and learn from their own mistakes.
7. Accommodating **is appropriate for only limited, occasional use**, and is not the regular pattern for normal, healthy relationships.



BRIEF DESCRIPTION OF STYLES:

AVOIDANCE - Lose/Leave

ACCOMODATE - Yield/Win

COMPETE - Win/Lose

COMPROMISE - Win-lose/Win-lose

COLLABORATE - Win/Win