

## Conflict Management Styles Assessment

Think about how you usually respond to conflict. Rate each statement on a scale from 1 to 4 and enter your answer in the box on the right. Be honest. This is for your eyes only.

**1 = Rarely**

**2 = Sometimes**

**3 = Often**

**4 = Always**

**Response**

|     |  |  |  |
|-----|--|--|--|
| 1.  | I enjoy digging into the issues to find solutions that work for everybody.   |  |  |
| 2.  | I do my best to negotiate a “give-and-take” approach to conflict.  |  |  |
| 3.  | I believe it’s important to keep relationships civil and associates happy.   |  |  |
| 4.  | It’s important to argue my case well to convince the other person of the merits of my position.  |  |  |
| 5.  | In times of conflict, I gather as many facts as I can to keep the conversation productive.   |  |  |
| 6.  | In a conflict situation, I am calm and collected and usually leave as soon as possible.  |  |  |
| 7.  | I approach conflict from both sides of the argument. What are my needs? What will work for the other person? What are the actual issues? |  |  |
| 8.  | My preferred way of dealing with conflict is to compromise and move past the discomfort.   |  |  |
| 9.  | Often, I enjoy conflict. It is challenging and allows me to engage my intellect.   |  |  |
| 10. | Conflict makes me feel stressed and anxious.   |  |  |
| 11. | Friends and family are everything to me, so I often accommodate their point of view.   |  |  |
| 12. | When I see an obvious solution, I argue my case strongly.  |  |  |
| 13. | If it comes to a stand off, I will meet people halfway.  |  |  |
| 14. | Keeping the peace is my priority. I don’t like tension.  |  |  |
| 15. | When I have bad feelings about someone, I keep them to myself.   |  |  |

## Conflict Management Styles Assessment—SCORING

1. For each statement on the previous page, transfer your response to the corresponding box below. For example, your response for statement #3 goes in the first box below (with the # 3 inside).
2. Add the three boxes across and put your sum in the TOTAL column. Your highest number indicates your primary conflict management style. (See descriptions below.)

| Statement # | TOTAL |   |     |   |     |   | Style      |
|-------------|-------|---|-----|---|-----|---|------------|
| 3, 11, 14   | #3    | + | #11 | + | #14 | = | GIVE IN    |
| 6, 10, 15   | #6    | + | #10 | + | #15 | = | RUN AWAY   |
| 1, 5, 7     | #1    | + | #5  | + | #7  | = | TEAM UP    |
| 4, 9, 12    | #4    | + | #9  | + | #12 | = | PRESSURE   |
| 2, 8, 13    | #2    | + | #8  | + | #13 | = | COMPROMISE |

**GIVE IN:** *"I know I'm right and you're wrong...but I don't know what to do, or it's too much bother, or who really cares, or you're too strong, so I'll just agree with you and move on."*

This reaction allows resentment to build and can also result in gossiping, bullying and feelings of inadequacy.

**Pros:** Minimizes injury when we are outmatched; relationships can be maintained

**Cons:** Breeds resentment; exploits the weak

**RUN AWAY:** *"I know I'm right and you're wrong...but you won't listen to me and I'm intimidated by you so I'm just going to avoid you."*

This response can lead to passive aggressive behavior, gossiping, subterfuge and sabotage.

**Pros:** Does not escalate conflict; postpones the inevitable

**Cons:** Unaddressed problems; unresolved problems can become bigger problems in the future

**TEAM UP:** *"I know I'm right, but maybe you're right too...perhaps we can listen to each other and try to see each other's perspective; try to walk in each other's shoes."*

This response resolves conflict so both parties are satisfied with the result, and negative feelings are minimized.

**Pros:** Creates mutual trust; maintains positive relationships; builds commitments

**Cons:** Time consuming; energy consuming

**PRESSURE:** *"I know I'm right and you're wrong...so I'm going to convince you to come around to my point of view. You'll thank me for it."*

This is an authoritarian approach, which – if not kept in check – can easily slip into bullying or harassment.

**Pros:** Goal-oriented; quick

**Cons:** May breed hostility

**COMPROMISE:** *"I know I'm right and you're wrong...but you're never going to come around to my point of view, so why don't we agree to disagree and I'll give in a little bit, and you give in a little bit."*

This response can be useful in complex situations when there is no simple solution; however, it often leaves both parties unsatisfied to a point where resentment can continue to build.

**Pros:** All parties are equal in power

**Cons:** Dissatisfaction can breed resentment