THOMAS-KILMANN CONFLICT MODE 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 several pairs of statements describing possible behavioral responses. For each pair, please circle 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 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 attempt to deal with all of another's 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 about it.
   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 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 another have some of their positions if they let me have some of mine.

13. A. I propose middle ground.
    B. I press to get my points made.
14. A. I tell another my ideas and ask them for theirs.
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 tension.

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 the other person have some of their positions if they let me have some of mine.

19. A. I try 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 feelings.
B. I always lean toward a direct discussion of the problem.

22. A. I try to find a position that is intermediate between mine and another person's.
B. I assert my wishes.

23. A. I am often concerned with satisfying all my wishes.
B. There are times when I let others take responsibility for solving problems.

24. A. If the other's position seems important to them, I would try to meet their wishes.
B. I try to get the other person to settle for a compromise.

25. A. I try to show the other person 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 my 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 feel that differences are not always worth worrying about.

29. A. I propose middle ground.
B. I feel that differences are not always worth worrying about.

30. A. I try not to hurt the other person'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 QUESTIONNAIRE

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Total the number of letters circled in each column.

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Your profile of scores indicates the repertoire of conflict handling skills that you possess and use in conflict situations.
Interpreting Your Scores

One of the most often asked questions is "What are the right answers?" In this type of test, there are no "right" answers. All five modes of handling conflict are useful in various situations, and each represents a set of useful social skills. Listed below examples:

- **Collaboration:** "Two heads are better than one."
- **Accommodation:** "Kill your enemies with kindness."
- **Compromising:** "Split the difference."
- **Avoiding:** "Leave well enough alone."
- **Competing:** "Might makes right."

The effectiveness of any handling any conflict depends on the requirements of the conflict and the skill that is employed.

Each of us is capable of using all five conflict modes, and none of us can be characterized as having a single rigid style of dealing with conflict. However, because of personality traits or by habit, individuals tend to use one or two modes at a greater frequency than the others. Conflict resolution tools that a person employs can be selected based on the personal preference and the requirements of the situation.

The following information may help you judge how appropriately you use the five methods of conflict resolution.

1. Competing is best used:
   a. when quick decisive action is vital; e.g., emergencies
   b. with important issues where unpopular courses of action need implementing, such as cost cutting, or enforcing unpopular rules and discipline
   c. with issues vital to company welfare when you know you are right
   d. to protect yourself against people who take advantage of you.

2. Collaborating is best used:
   a. to find an integrative solution when both sets of concerns are too important to be compromised.
   b. when your objective is to learn; e.g., testing your own assumptions, understanding the views of others.
   c. To merge insights from people with different perspectives on a problem.
   d. to gain commitment by incorporating other's concerns into a consensual decision.
   e. to work through hard feelings which have been interfering with an interpersonal relationship.

3. Compromising is best used:
   a. when goals are moderately important, but not worth the effort or potential disruption of more assertive modes.
   b. when two opponents with equal power are strongly committed to mutually exclusive goals; i.e., as in labor management bargaining.
   c. to achieve temporary settlements to complex issues.
   d. to arrive at expedient solutions under time pressure.
   e. as a backup mode when collaboration or competition fails to be successful.

4. Avoiding is best used:
   a. when an issue is trivial, of only passing importance, or when other more important issues are pressing.
b. when you perceive no chance of satisfying your concerns; e.g., when you have low power or you are frustrated by something that would be very difficult to change (national policies, someone's personality).

c. when the potential damage of confronting a conflict outweighs the benefits of its resolution

d. to let people cool down; i.e., to reduce tensions to a productive level and regain perspective and composure.

e. when gathering more information outweighs the advantages of an immediate decision.

f. when others can resolve the conflict more effectively.

g. when the issue seems tangential or symptomatic of another more basic issue.

5. Accommodating is best used:

a. when others can resolve the conflict more effectively.

b. when the issue is much more important to the other person than to yourself - to satisfy the needs of others, and to show you are reasonable.

c. to build up social credits for later issues which are important to you.

d. when continued competition would only damage your cause, i.e., when you are outmatched and losing.

e. when preserving harmony and avoiding disruption are especially important.

f. to aid in the managerial development of subordinates by allowing them to experiment and learn from their own mistakes.