

Conflict Management



What is your conflict management style?

To find out, complete this questionnaire. For each pair of statements below, tick the one that is most like what you would do, in most cases, when you are in an actual or potential conflict with another person.

- | | | | | |
|----|---|---|--------------------------|--------------------------|
| 1 | a | Sometimes I let them sort the issue out | <input type="checkbox"/> | <input type="checkbox"/> |
| | b | I build on what we agree on | <input type="checkbox"/> | <input type="checkbox"/> |
| 2 | a | I give and take to find a solution | <input type="checkbox"/> | <input type="checkbox"/> |
| | b | I deal with their concerns and mine | <input type="checkbox"/> | <input type="checkbox"/> |
| 3 | a | I'm determined to achieve my goals | <input type="checkbox"/> | <input type="checkbox"/> |
| | b | I stay calm to preserve the relationship | <input type="checkbox"/> | <input type="checkbox"/> |
| 4 | a | I find a solution through compromise | <input type="checkbox"/> | <input type="checkbox"/> |
| | b | I put their priorities ahead of my own | <input type="checkbox"/> | <input type="checkbox"/> |
| 5 | a | I ask them to help me find a solution | <input type="checkbox"/> | <input type="checkbox"/> |
| | b | I do what I can to avoid tension | <input type="checkbox"/> | <input type="checkbox"/> |
| 6 | a | I try to avoid causing any nastiness | <input type="checkbox"/> | <input type="checkbox"/> |
| | b | I set out to win | <input type="checkbox"/> | <input type="checkbox"/> |
| 7 | a | I delay an issue until I've thought it over | <input type="checkbox"/> | <input type="checkbox"/> |
| | b | I will give up points so I can win others | <input type="checkbox"/> | <input type="checkbox"/> |
| 8 | a | I'm determined to get what I want | <input type="checkbox"/> | <input type="checkbox"/> |
| | b | I come straight to the point | <input type="checkbox"/> | <input type="checkbox"/> |
| 9 | a | Problems aren't worth sorting out | <input type="checkbox"/> | <input type="checkbox"/> |
| | b | I'll do what I can to get my way | <input type="checkbox"/> | <input type="checkbox"/> |
| 10 | a | I'm determined to achieve my goals | <input type="checkbox"/> | <input type="checkbox"/> |
| | b | I compromise to find a solution | <input type="checkbox"/> | <input type="checkbox"/> |
| 11 | a | I get all the issues out straight away | <input type="checkbox"/> | <input type="checkbox"/> |
| | b | I protect the relationship by being calm | <input type="checkbox"/> | <input type="checkbox"/> |
| 12 | a | I try to avoid being controversial | <input type="checkbox"/> | <input type="checkbox"/> |
| | b | I let them win some points if they let me | <input type="checkbox"/> | <input type="checkbox"/> |
| 13 | a | I propose a middle ground | <input type="checkbox"/> | <input type="checkbox"/> |
| | b | I push to make my points | <input type="checkbox"/> | <input type="checkbox"/> |
| 14 | a | I tell them my ideas and ask for theirs | <input type="checkbox"/> | <input type="checkbox"/> |
| | b | I argue with logic and tangible benefits | <input type="checkbox"/> | <input type="checkbox"/> |
| 15 | a | I maintain rapport by calming them | <input type="checkbox"/> | <input type="checkbox"/> |
| | b | I try not to cause tension | <input type="checkbox"/> | <input type="checkbox"/> |

Self-Checks

- 16 a I'd rather not hurt their feelings
- b I convince them with logic and benefits
- 17 a I'm determined to achieve my goals
- b I try to avoid creating tension
- 18 a I let them maintain their position
- b I let them win points if they let me
- 19 a I get the issues in the open immediately
- b I put it off until I've thought about it
- 20 a I try to resolve our issues immediately
- b I find a mix of wins for both of us
- 21 a I consider their wishes
- b I get issues on the table straight away
- 22 a I find a midway position
- b I assert my points of view
- 23 a I try to satisfy both our needs
- b Sometimes I let them sort the issue out
- 24 a I meet their needs if they're important
- b I get them to accept a compromise
- 25 a I use logic and benefits in my points
- b I try to consider their wishes
- 26 a I propose a middle ground
- b I try to satisfy both our needs
- 27 a I try to avoid being controversial
- b I keep them happy by letting them win
- 28 a I'm determined to achieve my goals
- b I ask them to help me find a solution
- 29 a I propose a middle ground
- b Differences aren't worth sorting out
- 30 a I'd rather not hurt their feelings
- b I share the issue so we can work it out

Now add up the number of ticks you've made in each column and transfer them into the boxes on the next page

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Scoring

Competing	Collaborating	Compromising	Avoiding	Accommodating

In the total boxes above:

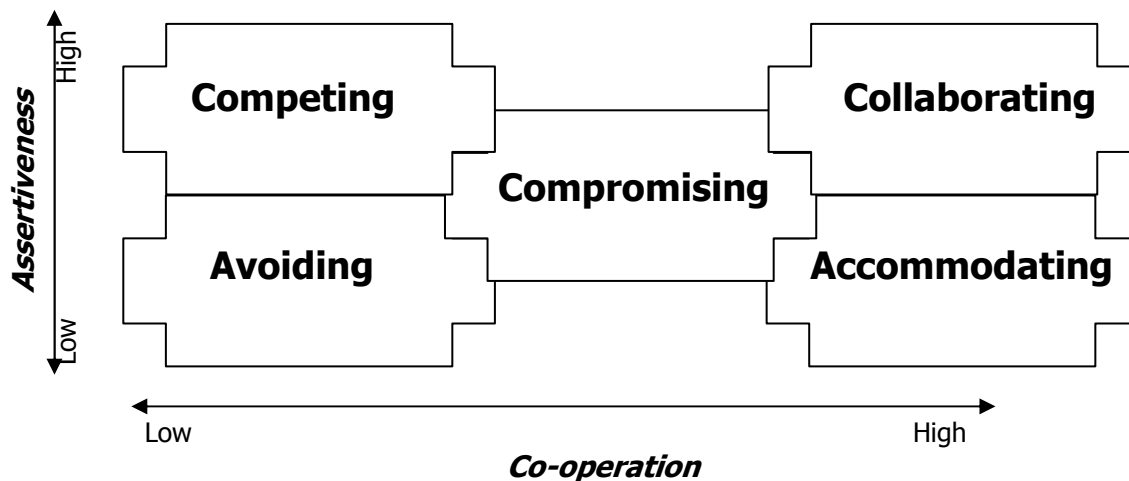
Competing = forcing your case through, going all out to win your point

Collaborating = problem solving, seeking a win-win solution

Compromising = sharing, finding a middle ground

Avoiding = withdrawing, putting off the issue

Accommodating = smoothing it over, giving in



The diagram above gives a view of these five styles in terms of the amount of assertiveness and co-operation involved in each. Assertiveness measures how much you try to satisfy your own wants and needs, and co-operation measures how much you try to satisfy the other person's wants and needs.

For a fuller definition of these five styles and a process for managing conflict in a positive way, see the Top Tip on Conflict Management.

Further development

Consider the following questions and note your thoughts. There are no right or wrong answers, this is just to give you food for thought.

- Did you have a strong preference for one style or an even spread?
- How does this match your own view of your ability and style?

Self-Checks

- What are the implications of this for the people that you work with?
- How could it affect your career?
- Do you need to change anything, and if so, what?
- How will you work towards making this change?

For related topics see Top Tips:

- **Assertiveness**
- **Conflict Management**