

# CONFLICT MANAGEMENT STYLE ASSESSMENT

Conflict is something that we all approach differently. We all have a vast array of experiences and this can dictate how we cope. When dealing with colleagues or, customers, it is critical to know how you respond in conflict situations.

Each of the following ten statements has five different possible responses. Place the number 5 next to the best response for you. Next place a 4 to the next best response for you; followed by a 3 for the next best response for you.

**DO NOT** rank numbers 1 or 2. Go through all 10 statements in order and do not skip questions. Do not agonize over your responses, your initial response is your most accurate.

1 When you see conflict emerging in your team, you would:

- \_\_\_\_\_ I Push for a quick decision to ensure that the project or task is completed
- \_\_\_\_\_ II Avoid outright confrontation by moving the discussion towards middle ground
- \_\_\_\_\_ III Share with the team your impression of what is going on so the nature of the conflict can be discussed
- \_\_\_\_\_ IV Ease the tension with humor
- \_\_\_\_\_ V Stay out of the conflict as long as it does not concern you

2 When you have authority in a conflict solution, you would:

- \_\_\_\_\_ I Put it straight and let everyone know your view
- \_\_\_\_\_ II Try to negotiate the best settlement
- \_\_\_\_\_ III Ask for the viewpoint of others and attempt to find a solution that both sides might try
- \_\_\_\_\_ IV Go along with others providing support when and where you can
- \_\_\_\_\_ V Tell those involved to resolve the conflict on their own

3 When you have strong opinions or feelings in a conflict situation, you would:

- \_\_\_\_\_ I Enjoy the emotional release and sense of exhilaration and accomplishment
- \_\_\_\_\_ II Enjoy the challenge of the conflict
- \_\_\_\_\_ III Become serious and concerned about how others are feeling and thinking
- \_\_\_\_\_ IV Find it frightening and concerned that someone will be hurt
- \_\_\_\_\_ V Become convinced there is nothing you can do to resolve the issue

4 When disagreeing and become angry with others, you:

- \_\_\_\_\_ I Blow up without thinking about it
- \_\_\_\_\_ II Smooth things over with a good story
- \_\_\_\_\_ III Express your anger and welcome a response
- \_\_\_\_\_ IV Compensate for your anger by acting the opposite of your feelings
- \_\_\_\_\_ V Remove yourself from the situation all together

5 When someone takes an illogical position, you:

- \_\_\_\_\_ I Tell them you don't like it
- \_\_\_\_\_ II Casually let them know you're not happy; distract with humor to avoid confrontation
- \_\_\_\_\_ III Draw out the conflict and explore mutually acceptable solutions
- \_\_\_\_\_ IV Say nothing and keep your feelings to yourself
- \_\_\_\_\_ V Allow your actions to speak for you, possibly using showing a lack of interest

# CONFLICT MANAGEMENT STYLE ASSESSMENT

- 6 When someone on the team opposes to the rest of the group, you would:
- I Publicly point out that this person is hindering the group and suggest everyone move forward without him or her
  - II Ensure this person has an opportunity to communicate his or her objections so a compromise can be reached
  - III Attempt to uncover why this person views the issue differently allowing the group to re-evaluate the issue
  - IV Encourage everyone to set aside the conflict and move on to friendlier items
  - V Remain silent and avoid getting involved
- 7 What is the best result you can expect from conflict?
- I It helps everyone face the facts
  - II Conflict will counter balance extreme views in thinking so a strong middle ground can be accomplished
  - III Conflict clears the air and boosts commitment and results
  - IV It illustrates how absurd self-centeredness is and draws everyone closer
  - V It minimizes the complacency and assigns blame where it belongs
- 8 When you disagree with other team members on a project you:
- I Stand by your beliefs and define your point of view to everyone
  - II Appeal to the logic of everyone, and hope to convince a majority you're right
  - III Explore various points of agreement and disagreement with everyone then seek alternatives that include all viewpoints
  - IV Simply go along with the group
  - V Don't participate in the discussion or feel bound by any decision they reach
- 9 In your opinion the primary reason for groups not working with each other is?
- I Lack of a clearly stated position or failure to back up the team's position
  - II A tendency of the team to force leaders to agree with the decision, as opposed to encouraging flexibility leading to a compromise
  - III Groups tend to enter the negotiation process with a win or lose mentality
  - IV There's a lack of motivation on the team's part to want to live peacefully with the other(s)
  - V A lack of responsible behavior the part of the leaders, allowing them to maintain their own '*power positions*' rather than addressing the challenges at hand
- 10 In coping with conflict between others on your team, you would:
- I Anticipate areas of possible resistance and prepare you response before conflict actually develops
  - II Urge colleagues to identify possible areas of conflict in advance , and seek areas of potential compromise
  - III Understand that conflict happens and identify areas of shared concerns and goals
  - IV Foster harmony on the grounds that the only result of solving the conflict will be the destruction of existing relationships
  - V Bring in an impartial arbitrator

# CONFLICT MANAGEMENT STYLE ASSESSMENT

## SCORING

Tabulate your score for each possible response. Add up your scores in front of each "I", "II", "III", "IV", and "V". To double-check you addition; when you add all of the numbers below your total should equal 120.

I

II

III

IV

V

## NEXT

- \* Place a circle your highest score above
- \* Place a box around your second highest score above

## FIVE CONFLICT RESOLUTION STYLES

I	<b>DOMINATOR</b>	In conflict, this a person who believes that he / she is correct, and they will win. WIN / LOSE SITUATION
II	<b>COMPROMISER</b>	In this situation a compromiser believes he / she is accomplishing a win. When in reality both parties feel as though they were forced to give something up and thus both sides will feel less than satisfied.
III	<b>COLLABORATOR</b>	This is a person who in all circumstances looks for a benefit for all parties creating values for both the other side as well as their own. WIN / WIN SITUATION
IV	<b>APPEASER</b>	This person believes that the only solution is to allow the other person or persons to have their way. In the short term this can be beneficial to quickly solving a problem. In the long term little is actually accomplished. LOSE / WIN SITUATION
V	<b>WITHDRAWER</b>	When believing that he/she will lose the conflict, he/she will remove himself/herself from the situation. LOSE / LOSE SITUATION

What does this mean:

Your highest score is how you naturally solve problems on a regular basis

Your second highest score is how you naturally respond under pressure or in a conflict situation

# CONFLICT MANAGEMENT STYLES

