

1 MY EXPERIENCES WITH CONFLICT

Please set a timer to 5 minutes, and then reflect on the following questions. Write down whatever comes to your mind. If you do not have ideas, keep doodling until new ideas arise.

What is your opinion regarding conflicts? Do you like them? Why or why not?

Please think of a conflict you experienced that was solved successfully. What makes you think of the resolution as “successful”? What did you contribute to the resolution?

2 THE THOMAS KILMANN INSTRUMENT

ANALYZE YOUR CONFLICT-MANAGEMENT STYLE

Think of two different situations in which you have a conflict, disagreement, argument, or disappointment with someone. An example might be a co-worker or a friend/someone you live with. Then, according to the following scale, give an answer for professional and private situations. For each question, you will have two answers. Write down the names of the two persons for the two situations here:

professional			private	
True (usually)	Not true (seldom)		True (usually)	Not true (seldom)
<input type="checkbox"/>	<input type="checkbox"/>	1. I avoid being "put on the spot"; I keep conflicts to myself.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	2. I use my influence to get my ideas accepted.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	3. I usually try to split the difference to resolve an issue.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	4. I generally try to satisfy the others' needs.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	5. I try to investigate an issue to find a solution acceptable to us.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	6. I usually avoid open discussion of my differences with the other.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	7. I use my authority to make a decision in my favor.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	8. I try to find a middle course to resolve an impasse.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	9. I usually accommodate to the other's wishes.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	10. I try to integrate my ideas with the other's to come up with a joint decision.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	11. I try to stay away from disagreement with the other.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	12. I use my expertise to make a decision that favors me.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	13. I propose a middle ground for breaking deadlocks.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	14. I give in to the other's wishes.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	15. I try to work with the other to find solutions that satisfy both our expectations.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	16. I try to keep my disagreement to myself in order to avoid hard feelings.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	17. I generally pursue my side of the issue.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	18. I negotiate with the other to reach a compromise.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	19. I often go with the other's suggestions.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	20. I exchange accurate information with the other so we can solve a problem together.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	21. I try to avoid unpleasant exchanges with the other.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	22. I sometimes use my power to win the argument.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	23. I use "give and take" so that a compromise can be made.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	24. I try to satisfy the other's expectations.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	25. I try to bring all our concerns out into the open so that issues can be resolved.	<input type="checkbox"/>	<input type="checkbox"/>

Scoring

Table 1

- Write down < 1 > for answering “True (normally)” for each item number
- Write down < 0 > for answering “False (seldom)” for each item number
- Add the scores in the row “Total Score”

	1. ___ ___	2. ___ ___	3. ___ ___	4. ___ ___	5. ___ ___
	6. ___ ___	7. ___ ___	8. ___ ___	9. ___ ___	10. ___ ___
	11. ___ ___	12. ___ ___	13. ___ ___	14. ___ ___	15. ___ ___
	16. ___ ___	17. ___ ___	18. ___ ___	19. ___ ___	20. ___ ___
	21. ___ ___	22. ___ ___	23. ___ ___	24. ___ ___	25. ___ ___
Total Score:	___ ___	___ ___	___ ___	___ ___	___ ___
	A B	A B	A B	A B	A B
	Avoidance	Competition	Compromise	Accommodation	Collaboration
	Total	Total	Total	Total	Total

Table 2

- Insert the “Total Scores” for A and B in the table.
- Multiply the “Total Scores” by 20. Thereby you get the percentage quotation. Please insert those in the next column.
- Visualize your profile in the last column.

Conflict Resolution style	Total Score	x 20	Your profile				
			20	40	60	80	100
Avoidance / Person A							
Avoidance / Person B							
Competition / Person A							
Competition / Person B							
Compromise / Person A							
Compromise / Person B							
Accommodation / Person A							
Accommodation / Person B							
Collaboration / Person A							
Collaboration / Person B							

Source:

http://www.cerritos.edu/anagao/Conflict_Scale.pdf

Adapted from M.A. Rahim and N.R. Mager (1995). “Confirmatory Factor Analysis of the Styles of Handling Interpersonal Conflict: First-Order Factor Model and Its Invariance across Groups,” Journal of Applied Psychology 80, 1, 122-132.

3 USING YOUR TOOLBOX: CHOOSE A CONFLICT RESOLUTION STYLE

Please think of 3-5 (potential) conflicts that are currently existent in your life. Then fill out the chart, briefly describing the issue, assigning an appropriate resolution style and stating why you think this is the best possibility to solve the conflict.

Conflict (short description of the issue)	Resolution style	Why is this resolution style appropriate?

4 TURNING YOU-MESSAGES INTO I-MESSAGES

Please use a message you sent during a conflict in the last weeks or use a conflict you expect to come up in near future, and fill out the steps to complete the I-message.

(1) Describe the concrete behavior

“I noticed that you ...”

(2) Describe your own feelings about behavior

“This made me feel...”

(3) Impact on your needs / the situation

“Because then...”

(4) Wish / Request

“And I would like you to...”

MY MAIN TAKEAWAYS FROM CONFLICT AND CONFLICT RESOLUTION

1.)

2.)

3.)