**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) |
| ❒ | ❒ | 1. I avoid being “put on the spot”; I keep conflicts to myself. | ❒ | | ❒ | |
| ❒ | ❒ | 2. I use my influence to get my ideas accepted. | ❒ | | ❒ | |
| ❒ | ❒ | 3. I usually try to split the difference to resolve an issue. | ❒ | | ❒ | |
| ❒ | ❒ | 4. I generally try to satisfy the others’ needs. | ❒ | | ❒ | |
| ❒ | ❒ | 5. I try to investigate an issue to find a solution acceptable to us. | ❒ | | ❒ | |
| ❒ | ❒ | 6. I usually avoid open discussion of my differences with the other. | ❒ | | ❒ | |
| ❒ | ❒ | 7. I use my authority to make a decision in my favor. | ❒ | | ❒ | |
| ❒ | ❒ | 8. I try to find a middle course to resolve an impasse. | ❒ | | ❒ | |
| ❒ | ❒ | 9. I usually accommodate to the other’s wishes. | ❒ | | ❒ | |
| ❒ | ❒ | 10. I try to integrate my ideas with the other’s to come up with a joint  decision. | ❒ | | ❒ | |
| ❒ | ❒ | 11. I try to stay away from disagreement with the other. | ❒ | | ❒ | |
| ❒ | ❒ | 12. I use my expertise to make a decision that favors me. | ❒ | | ❒ | |
| ❒ | ❒ | 13. I propose a middle ground for breaking deadlocks. | ❒ | | ❒ | |
| ❒ | ❒ | 14. I give in to the other’s wishes. | ❒ | | ❒ | |
| ❒ | ❒ | 15. I try to work with the other to find solutions that satisfy both our  expectations. | ❒ | | ❒ | |
| ❒ | ❒ | 16. I try to keep my disagreement to myself in order to avoid hard  feelings. | ❒ | | ❒ | |
| ❒ | ❒ | 17. I generally pursue my side of the issue. | ❒ | | ❒ | |
| ❒ | ❒ | 18. I negotiate with the other to reach a compromise. | ❒ | | ❒ | |
| ❒ | ❒ | 19. I often go with the other’s suggestions. | ❒ | | ❒ | |
| ❒ | ❒ | 20. I exchange accurate information with the other so we can solve  a problem together. | ❒ | | ❒ | |
| ❒ | ❒ | 21. I try to avoid unpleasant exchanges with the other. | ❒ | | ❒ | |
| ❒ | ❒ | 22. I sometimes use my power to win the argument. | ❒ | | ❒ | |
| ❒ | ❒ | 23. I use “give and take” so that a compromise can be made. | ❒ | | ❒ | |
| ❒ | ❒ | 24. I try to satisfy the other’s expectations. | ❒ | | ❒ | |
| ❒ | ❒ | 25. I try to bring all our concerns out into the open so that issues can be resolved. | ❒ | | ❒ | |

**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 …”

1. **Describe your own feelings about behavior**

“This made me feel…”

1. **Impact on your needs / the situation**   
   “Because then…”
2. **Wish / Request**  
   “And I would like you to…”

**My main takeaways from conflict and conflict resolution**

1.)

2.)

3.)