

Exercise 3: CONFLICT MANAGEMENT STYLES

Purpose ⊙ This exercise is intended to help you determine your conflict management style.

Directions ⊙ Read the directions and complete the self-assessment, totaling your score as you go.

DIRECTIONS: There are five groups of statements in this questionnaire. Read each statement, and circle the number on the scale next to it to indicate how much you agree or disagree with each statement.

<p>SCALE</p> <p>1. Strongly Disagree 2. Disagree 3. Neither Agree nor Disagree 4. Agree 5. Strongly Agree</p>

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|--|-----------|
| 1. When I think I am right, I want to keep talking until the other person sees things my way. | 1 2 3 4 5 |
| 2. When someone makes an error that is to my disadvantage, I immediately point out where they are wrong. | 1 2 3 4 5 |
| 3. I seldom lose an argument. | 1 2 3 4 5 |
| 4. I enjoy a good argument, especially if I win. | 1 2 3 4 5 |
| 5. Giving ground in a dispute feels like a weak response. | 1 2 3 4 5 |
| 6. If someone I cared about hurt my feelings and later asked, "What's wrong?," I would tell him/her exactly what they did to make me feel bad. | 1 2 3 4 5 |
| 7. If someone sat down next to me in a public area smoking a cigar, and I was allergic to smoke, I would ask him to put it out or to move. | 1 2 3 4 5 |
| 8. When I receive poor service from a salesperson, I call it to their attention. | 1 2 3 4 5 |
| 9. If a neighbor returned a borrowed tool in poor condition, I would tell him/her either to fix it or to quit borrowing my tools. | 1 2 3 4 5 |
| 10. I might interrupt someone using a public phone, if I thought my need to use the phone was greater than his/hers. | 1 2 3 4 5 |

Now, add up the numbers you circled on items 1 through 10.

What is your score? _____

SCALE

- 1. Strongly Disagree**
- 2. Disagree**
- 3. Neither Agree nor Disagree**
- 4. Agree**
- 5. Strongly Agree**

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|--|-----------|
| 11. I dislike conflict, and I try to avoid it. | 1 2 3 4 5 |
| 12. I sometimes try to pretend a problem doesn't exist so I won't have to deal with it. | 1 2 3 4 5 |
| 13. I find myself pretending to agree with people, rather than getting into an argument. | 1 2 3 4 5 |
| 14. If I get mad, I usually end the argument by walking out. | 1 2 3 4 5 |
| 15. If someone I care about hurt my feelings and later asked, "What's wrong?", I would usually answer, "Nothing." | 1 2 3 4 5 |
| 16. I sometimes let people take advantage of me, rather than risk a confrontation. | 1 2 3 4 5 |
| 17. If someone sat down next to me in a public area smoking a cigar, and I was allergic to smoke, I would change seats. | 1 2 3 4 5 |
| 18. When I receive poor service from a salesperson, I take my business elsewhere. | 1 2 3 4 5 |
| 19. If a neighbor returned a borrowed tool in poor condition, I might decide it didn't really matter if I could fix it easily. | 1 2 3 4 5 |
| 20. If I needed to reach someone quickly and found the only nearby public phone in use, I would look for some other way to reach the person. | 1 2 3 4 5 |

Now, add up the numbers you circled on items 11 through 20.

What is your score? _____

SCALE

1. **Strongly Disagree**
2. **Disagree**
3. **Neither Agree nor Disagree**
4. **Agree**
5. **Strongly Agree**

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|---|-----------|
| 21. When I disagree with someone, I often go along with what he/she wants rather than argue. | 1 2 3 4 5 |
| 22. I would prefer that someone else made the decisions. | 1 2 3 4 5 |
| 23. I typically give more ground in an argument than the other person. | 1 2 3 4 5 |
| 24. It's important to me to be regarded as the "nice guy" in an argument. | 1 2 3 4 5 |
| 25. I'm easily swayed and can adjust myself to most positions. | 1 2 3 4 5 |
| 26. I seldom win an argument. | 1 2 3 4 5 |
| 27. If someone sat down next to me in a public area and asked if I minded if they smoked, and I did mind, I would be nice and say I didn't mind. | 1 2 3 4 5 |
| 28. If I was being ignored by a salesperson who was chatting with a co-worker, I'd apologize for interrupting and ask for service. | 1 2 3 4 5 |
| 29. If a neighbor returned a borrowed tool in poor condition, I would write it off to experience, and say nothing. | 1 2 3 4 5 |
| 30. If I needed to reach someone quickly and found the only nearby public phone in use, I would stand where I could be seen and hope to be noticed. | 1 2 3 4 5 |

Now, add up the numbers you circled on items 21 through 30.

What is your score? _____

SCALE

- 1. Strongly Disagree**
- 2. Disagree**
- 3. Neither Agree nor Disagree**
- 4. Agree**
- 5. Strongly Agree**

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|---|---|---|---|---|---|
| 31. When I argue, I usually give in on some points in order to win others. | 1 | 2 | 3 | 4 | 5 |
| 32. I'm inclined to make a deal. | 1 | 2 | 3 | 4 | 5 |
| 33. I like to dicker over prices, terms, etc. | 1 | 2 | 3 | 4 | 5 |
| 34. When I argue with someone, there usually isn't a clear winner. | 1 | 2 | 3 | 4 | 5 |
| 35. I tend to see things in shades of gray, seldom in black and white. | 1 | 2 | 3 | 4 | 5 |
| 36. I enjoy a good argument, especially if everyone can walk away happy. | 1 | 2 | 3 | 4 | 5 |
| 37. I believe that giving ground in a dispute is often necessary, on both sides. | 1 | 2 | 3 | 4 | 5 |
| 38. I have a talent for figuring out compromises that satisfy everybody. | 1 | 2 | 3 | 4 | 5 |
| 39. If someone sat down next to me in a public area smoking a cigar, and I was allergic to smoke, I would explain my situation and try to come up with a way to make both of us happy. | 1 | 2 | 3 | 4 | 5 |
| 40. If I needed to reach someone quickly and found the only nearby public phone in use, it would be reasonable to get the person's attention and try to make a deal (for example, if they will interrupt their call for one minute to let me make an emergency call, I will pay to reconnect their call afterward). | 1 | 2 | 3 | 4 | 5 |

Now, add up the numbers you circled on items 31 through 40.

What is your score? _____

SCALE

- 1. Strongly Disagree**
- 2. Disagree**
- 3. Neither Agree nor Disagree**
- 4. Agree**
- 5. Strongly Agree**

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|---|-----------|
| 41. When I think I am right and someone else is wrong, I like the challenge of finding ways for both of us to be right. | 1 2 3 4 5 |
| 42. I have a knack for coming up with creative or unusual solutions to problems. | 1 2 3 4 5 |
| 43. I work well with other people in tackling a problem together. | 1 2 3 4 5 |
| 44. I would rather work with someone than against them. | 1 2 3 4 5 |
| 45. I can usually think of many different ways to settle a disagreement. | 1 2 3 4 5 |
| 46. If someone made an error that was to my disadvantage, I would try to work with him/her to discover the source of the error. | 1 2 3 4 5 |
| 47. I enjoy brainstorming with other people. | 1 2 3 4 5 |
| 48. If someone sat down next to me in a public area smoking a cigar, and I was allergic to smoke, I would try to discuss the situation with the person and work it out together. | 1 2 3 4 5 |
| 49. If a neighbor returned a borrowed tool in poor condition, I might solicit the neighbors ideas on how to solve the problem and how to avoid the situation another time. | 1 2 3 4 5 |
| 50. If I needed to reach some one quickly and found the only nearby public phone in use, it would be reasonable to get the person's attention, state my need, and ask whether or not there was some way we could meet both our needs. | 1 2 3 4 5 |

Now, add up the numbers you circled on items 41 through 50.

What is your score? _____

Understanding Your Scores: In each column below, indicate the score you received for each set of items by shading in the column up to the appropriate number.

50					
45					
40					
35					
30					
25					
20					
15					
10					
5					
	Items 1 - 10 Competitor	Items 11 - 20 Avoider	Items 21 - 30 Accommodator	Items 31 - 40 Compromiser	Items 41 - 50 Collaborator

If you are like most people, you have found that you have a preference for some styles and avoid others. The following guidelines may help you understand your conflict management styles a little better.

RANGE	MEANING
42 - 50	Strong tendency toward this style.
34 - 41	Prefer to use this style.
26 - 33	Neither prefer nor avoid this style.
18 - 25	Prefer not to use this style.
10 - 17	Strong tendency away from this style.