

Conflict Management Styles Assessment

Think about how you usually respond to conflict. Rate each statement on a scale from 1 to 4 and enter your answer in the box on the right. Be honest. This is for your eyes only.

1 = Rarely 2 = Sometimes 3 = Often 4 = Always

		Response
1.	I enjoy digging into the issues to find solutions that work for everybody.	
2.	I do my best to negotiate a “give-and-take” approach to conflict.	
3.	I believe it’s important to keep relationships civil and associates happy.	
4.	It’s important to argue my case well to convince the other person of the merits of my position.	
5.	In times of conflict, I gather as many facts as I can to keep the conversation productive.	
6.	In a conflict situation, I am calm and collected and usually leave as soon as possible.	
7.	I approach conflict from both sides of the argument. What are my needs? What will work for the other person? What are the actual issues?	
8.	My preferred way of dealing with conflict is to compromise and move past the discomfort.	
9.	Often, I enjoy conflict. It is challenging and allows me to engage my intellect.	
10.	Conflict makes me feel stressed and anxious.	
11.	Friends and family are everything to me, so I often accommodate their point of view.	
12.	When I see an obvious solution, I argue my case strongly.	
13.	If it comes to a stand off, I will meet people halfway.	
14.	Keeping the peace is my priority. I don’t like tension.	
15.	When I have bad feelings about someone, I keep them to myself.	

Conflict Management Styles Assessment—SCORING

1. For each statement on the previous page, transfer your response to the corresponding box below. For example, your response for statement #3 goes in the first box below (with the # 3 inside).
2. Add the three boxes across and put your sum in the TOTAL column. Your highest number indicates your primary conflict management style. (See descriptions below.)

Statement #							TOTAL	Style
3, 11, 14	#3	+	#11	+	#14	=		GIVE IN
6, 10, 15	#6	+	#10	+	#15	=		RUN AWAY
1, 5, 7	#1	+	#5	+	#7	=		TEAM UP
4, 9, 12	#4	+	#9	+	#12	=		PRESSURE
2, 8, 13	#2	+	#8	+	#13	=		COMPROMISE

GIVE IN: *“I know I’m right and you’re wrong...but I don’t know what to do, or it’s too much bother, or who really cares, or you’re too strong, so I’ll just agree with you and move on.”*

This reaction allows resentment to build and can also result in gossiping, bullying and feelings of inadequacy.

Pros: Minimizes injury when we are outmatched; relationships can be maintained

Cons: Breeds resentment; exploits the weak

RUN AWAY: *“I know I’m right and you’re wrong...but you won’t listen to me and I’m intimidated by you so I’m just going to avoid you.”*

This response can lead to passive aggressive behavior, gossiping, subterfuge and sabotage.

Pros: Does not escalate conflict; postpones the inevitable

Cons: Unaddressed problems; unresolved problems can become bigger problems in the future

TEAM UP: *“I know I’m right, but maybe you’re right too...perhaps we can listen to each other and try to see each other’s perspective; try to walk in each other’s shoes.”*

This response resolves conflict so both parties are satisfied with the result, and negative feelings are minimized.

Pros: Creates mutual trust; maintains positive relationships; builds commitments

Cons: Time consuming; energy consuming

PRESSURE: *“I know I’m right and you’re wrong...so I’m going to convince you to come around to my point of view. You’ll thank me for it.”*

This is an authoritarian approach, which – if not kept in check – can easily slip into bullying or harassment.

Pros: Goal-oriented; quick

Cons: May breed hostility

COMPROMISE: *“I know I’m right and you’re wrong...but you’re never going to come around to my point of view, so why don’t we agree to disagree and I’ll give in a little bit, and you give in a little bit.”*

This response can be useful in complex situations when there is no simple solution; however, it often leaves both parties unsatisfied to a point where resentment can continue to build.

Pros: All parties are equal in power

Cons: Dissatisfaction can breed resentment