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THOMAS-KILMANN: CONFLICT MODE INSTRUMENT

1. A. There are times when I let others take responsibility for solving the problem.
    B. Rather than negotiate the things on which we disagree, I try to stress those things upon which we both agree.

2. **A.** I try to find a compromise solution.
    B. I attempt to deal with all of his/her and my concerns

3. A. I am usually firm in pursuing my goals.
    B. I might try to soothe the other's feelings and preserve our relationship.

4. A. I try to find a compromise solution.
    B. I sometimes sacrifice my own wishes for the wishes of the other person.

5. A. I consistently seek the other's help in working out a solution.
    B. I try to do what is necessary to avoid useless tensions.

6. **A.** I try to avoid creating unpleasantness for myself.
    B. I try to win my position.

7. **A.** I try to postpone the issue until I have had some time to think it over.
    B. I give up some points in exchange for others.

8. **A.** I am usually firm in pursuing my goals.
    B. I attempt to get all concerns and issues immediately out in the open.

9. **A.** I feel that differences are not always worth worrying about.
    B. I make some effort to get my way.

10. A. I am firm in pursuing my goals.
    B. I try to find a compromise solution.

11. A. I attempt to get all concerns and issues immediately out in the open.
    B. I might try to soothe the other's feelings and preserve our relationship.

12. **A.** I sometimes avoid taking positions which would create controversy.
    B. I will let the other person have some of his/her positions if he/she lets me have some of mine.

13.   A.   I propose a middle ground.
           B.   I press to get my points made.

14.   A.   I tell the other person my ideas and ask for his/hers.
           B.   I try to show the other person the logic and benefits of my position.

15.   A.   I might try to soothe the other's feelings and preserve our relationship.
           B.   I try to do what is necessary to avoid tensions.

16.   A.   I try not to hurt the other's feelings.
           B.   I try to convince the other person of the merits of my position.

17.   A.   I am usually firm in pursuing my goals.
           B.   I try to do what is necessary to avoid useless tensions.

18.   A.   If it makes other people happy, I might let them maintain their views.
           B.   I will let other people have some of their positions if they let me have some of mine.

19.   A.   I attempt to get all concerns and issues immediately out in the open.
           B.   I try to postpone the issue until I have had some time to think it over.

20.   A.   I attempt to immediately work through out differences.
           B.   I try to find a fair combination of gains and losses for both of us.

21.   A.   In approaching negotiations, I try to be considerate of the other person's wishes.
           B.   I always lean toward a direct discussion of the problem.

22.   A.   I try to find a position that is intermediate between his/hers and mine.
           B.   I assert my wishes.

23.   A.   I am very often concerned with satisfying all our wishes.
           B.   There are times when I let others take responsibility for solving the problem.

24. A. If the other's position seems very important to him/her, I would try to meet his/her wishes.

    B. I try to get the other person to settle for a compromise.

25. A. I try to show the other person the logic and benefits of my position.

    B. In approaching negotiations, I try to be considerate of the other person's wishes.

26. A. I propose a middle ground.

    B. I am nearly always concerned with satisfying all our wishes.

27. A. I sometimes avoid taking positions that would create controversy.

    B. If it makes other people happy, I might let them maintain their views.

28. A. I am usually firm in pursuing my goals.

    B. I usually seek the other's help in working out a solution.

29. A. I propose a middle ground.

    B. I feel that differences are not always worth worrying about.

30. A. I try not to hurt the other's feelings.

    B. I always share the problem with the other person so that we can work it out.

SCORING Circle the letters below which you circled on each item of the questionnaire.

	Competing (forcing)	Collaborating (problem solving)	Compromising (sharing)	Avoiding (withdrawal)	Accommodating (smoothing)
1				A	(B)
2		B	(A)		
3	A				(B)
4			A		(B)
5		A		(B)	
6	B			(A)	
7			B	(A)	
8	(A)	B			
9	B			(A)	
10	A		(B)		
11		A			(B)
12			B	(A)	
13	(B)		A		
14	(B)	A			
15				(B)	A
16	(B)				A
17	A			(B)	
18			(B)		A
19		A		(B)	
20		A	(B)		
21		B			(A)
22	(B)		A		
23		(A)		B	
24			(B)		A
25	(A)				B
26		(B)	A		
27				(A)	B
28	(A)	B			
29			A	(B)	
30		B			(A)

Total number of items circled in each column:

| 7	2	5	10	6
Competing	**Collaborating**	**Compromising**	**Avoiding**	**Accommodating**

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INTERPRETING YOUR SCORES ON THE THOMAS-KILMANN CONFLICT MODE INSTRUMENT

The Five Conflict Handling Modes

The Thomas-Kilmann Conflict Mode Instrument is designed to assess an individual's behaviour in conflict situations. "Conflict Situations" are situations in which the concerns of two people appear to be incompatible. In such situations, we can describe a person's behaviour along two basic dimensions: (1) assertiveness, the extent to which the individual attempts to satisfy his/her own concerns, and (2) cooperativeness, the extent to which the individual attempts to satisfy the other person's concerns. These two basic dimensions of behaviour can be used to define five specific methods of dealing with conflicts.

These five "conflict-handling modes" are shown below:

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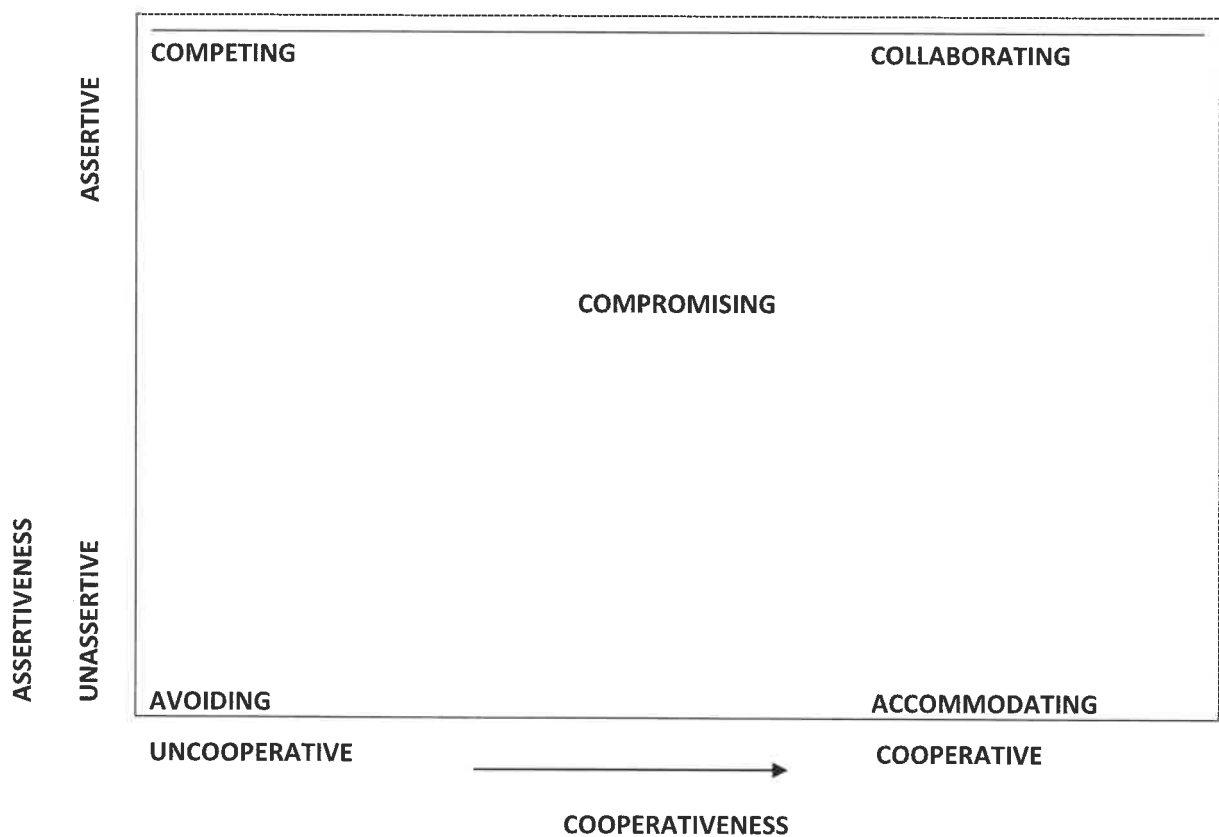
* This two dimensional model of conflict handling behaviour is adapted from "Conflict and Conflict Management" by Kenneth Thomas in *The Handbook of Industrial and Organisational Psychology*, edited by Marvin Dunnette (Chicago: Rand McNally, 1976). Another valuable contribution in this field is the work by Robert Blake and Jane Mouton in *The Managerial Grid* (Houston: Gulf Publishing, 1964)

This is a useful link to a You Tube Video on Conflict Management Styles

Competing is assertive and uncooperative – an individual pursues their own concerns at the other person's expense. This is a power-oriented mode, in which one uses whatever power seems appropriate to win one's own position – one's ability to argue, one's rank, economic sanctions. Competing might mean "standing up for your rights," defending a position which you believe is correct, or simply trying to win.

Accommodating is unassertive and cooperative – the opposite of competing. When accommodating, an individual neglects their own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person's order when one would prefer not to, or yielding to another's point of view.

Avoiding is unassertive and uncooperative – the individual does not immediately pursue their own concerns or those of the other person. They do not address the conflict. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time or simply withdrawing from a threatening situation.

Collaborating is both assertive and cooperative – the opposite of avoiding. Collaborating involves an attempt to work with the other person to find some solution which fully satisfies the concerns of both persons. It means digging into an issue to identify the underlying concerns of the two individuals and to find an alternative which meets both sets of concerns. Collaborating between two persons might take the form of exploring a disagreement to learn from each other's insights, concluding to resolve some condition which would otherwise have them competing for resources, or confronting and trying to find a creative solution to an interpersonal problem.

Compromising is intermediate in both assertiveness and cooperativeness. The objective is to find some expedient, mutually acceptable solution which partially satisfies both parties. It falls on a middle ground between competing and accommodating. Compromising gives up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding, but doesn't explore it in as much depth as collaborating. Compromising might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground position