

Worksheet 2a.A2

Competency: Conflict Management— What’s My Conflict Style?

Conflict Management Styles Quiz

Each person has his or her own way of dealing with conflict. The techniques each person uses are based on many variables, such as basic underlying temperament, personality, environment, and where the individual is in his or her professional career. However, by and large there are five major styles of conflict management techniques: collaborating, competing, avoiding, harmonizing, and compromising styles of management.

None of these strategies is superior in and of itself. How effective they are depends on the context in which they are used.

Each statement below provides a strategy for dealing with a conflict. Rate each statement on a scale of 1 to 4 indicating how likely you are to use this strategy.

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

Be sure to answer the questions indicating how you would behave rather than how you think you should behave.

1. I explore issues with others so as to find solutions that meet everyone’s needs. _____
2. I try to negotiate and adopt a give-and-take approach to problem situations. _____
3. I try to meet the expectations of others. _____
4. I would argue my case and insist on the merits of my point of view. _____
5. When there is a disagreement, I gather as much information as I can and keep the lines of communication open. _____
6. When I find myself in an argument, I usually say very little and try to leave as soon as possible. _____
7. I try to see conflicts from both sides. What do I need? What does the other person need? What are the issues involved? _____
8. I prefer to compromise when solving problems and just move on. _____
9. I find conflicts challenging and exhilarating; I enjoy the battle of wits that usually follows. _____
10. I feel uncomfortable and anxious when I am at odds with other people. _____
11. I try to accomplish the wishes of my friends and family. _____
12. I can figure out what needs to be done and I am usually right. _____
13. To break deadlocks, I meet people halfway. _____
14. I may not get what I want but it’s a small price to pay for keeping the peace. _____
15. I avoid hard feelings by keeping my disagreements with others to myself. _____



How to Score the Conflict Management Quiz

As stated, the 15 statements correspond to the five conflict resolution styles. To find your most preferred style, total the points in the respective categories. The one with the highest score indicates your most commonly used strategy. The one with the lowest score indicates your least preferred strategy. However, if you are a leader who must deal with conflict on a regular basis, you may find your style to be a blend of styles.

Style	Corresponding Statements	Total
Collaborating	1, 5, 7	
Competing	4, 9, 12	
Avoiding	6, 10, 15	
Harmonizing	3, 11, 14	
Compromising	2, 8, 13	

Brief Descriptions of the Five Conflict Management Styles

Collaborating Style: Problem solving occurs in ways that provide an optimum result for all involved. Both sides get what they want and negative feelings are minimized.

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

Cons: Consumes time, energy.

Competing Style: Authoritarian approach.

Pros: Goal oriented; quick.

Cons: May breed hostility.

Avoiding Style: The non-confrontational approach.

Pros: Does not escalate conflict; postpones difficulty.

Cons: Leaves unaddressed problems, unresolved problems.

Harmonizing Style: Giving in to maintain relationships.

Pros: Minimizes injury when we are outmatched; relationships are maintained.

Cons: Breeds resentment; exploits the weak.

Compromising Style: The middle ground approach.

Pros: Useful in complex issues without simple solutions; all parties are equal in power.

Cons: No one is ever really satisfied; implementation of less-than-optimal solutions.

Reference

Adapted from: Adkins, R. (2006). *Elemental Truths*. Retrieved from

<http://elementaltruths.blogspot.com/2006/11/conflict-management-quiz.html>

