

## How do I respond to conflict?

**Instructions:** Think of a conflict in which you have been involved, preferably something at work, then answer the questions below.

**Hold this conflict in your mind as you**

Answer the questions below. Be honest with yourself and try to avoid too many "medium" numbers (3 & 4) scores

### Part One: Initial Responses to Disagreement

Circle one number on the line below in each statement.

#### When I first discover that differences exist:

A. I make sure that all the views are out in the open and treated with equal consideration, even if there seems to be substantial disagreement.

Not at all like me ← 1 2 3 4 5 6 → Very like me.

B. I devote more attention to making sure others understand the benefits than I do to pleasing them.

Not at all like me ← 1 2 3 4 5 6 → Very like me.

C. I make my needs known, but I tone them down a bit and look for solutions somewhere in the middle.

Not at all like me ← 1 2 3 4 5 6 → Very like me.

D. I pull back from discussion for a time to avoid tension.

Not at all like me ← 1 2 3 4 5 6 → Very like me.

E. I devote more attention to the feelings of others than to my personal goals.

Not at all like me ← 1 2 3 4 5 6 → Very like me.

## How do I respond to conflict?

F. I make sure my solution doesn't get in the way of our relationship.

Not at all like me ← 1 2 3 4 5 6 → Very like me.

G. I actively explain my ideas and just as actively take steps to understand others.

Not at all like me ← 1 2 3 4 5 6 → Very like me.

H. I am more concerned with goals I believe to be important than with how others feel about things.

Not at all like me ← 1 2 3 4 5 6 → Very like me.

I. I decide the differences aren't worth worrying about.

Not at all like me ← 1 2 3 4 5 6 → Very like me.

J. I give up some points in exchange for others.

Not at all like me ← 1 2 3 4 5 6 → Very like me.

## How do I respond to conflict?

### Part Two: Response - After the Disagreement Has Become Stronger

Circle one number on the line below in each statement.

**If differences persist and feelings escalate:**

K. I enter more actively into the discussion and hold out for ways to meet the needs of others as well as my own.

Not at all like me ← 1 2 3 4 5 6 → Very like me.

L. I put greater effort into making sure that the truth as I see it is recognised and less into pleasing others.

Not at all like me ← 1 2 3 4 5 6 → Very like me.

M. I try to be reasonable by not asking for my full preferences, but I make sure I get some of what I want.

Not at all like me ← 1 2 3 4 5 6 → Very like me.

N. I don't push for things to be done my way, and I pull back somewhat from the demands of others.

Not at all like me ← 1 2 3 4 5 6 → Very like me.

O. I set aside my own preferences and become more concerned with keeping the relationship comfortable.

Not at all like me ← 1 2 3 4 5 6 → Very like me.

P. I talk less with others and look for ways to find a safe distance.  
(PTO)

## How do I respond to conflict?

Not at all like me ← 1 2 3 4 5 6 → Very like me.

Q. I do what needs to be done and hope we can mend feelings later.

Not at all like me ← 1 2 3 4 5 6 → Very like me.

R. I do what is necessary to sooth the other's feelings.

Not at all like me ← 1 2 3 4 5 6 → Very like me.

S. I pay close attention to the desires of others but remain firm that they need to pay equal attention to my desires.

Not at all like me ← 1 2 3 4 5 6 → Very like me.

T. I press for moderation and compromise so we can make a decision and move on with things.

Not at all like me ← 1 2 3 4 5 6 → Very like me.

### Scoring & Interpretation

Transfer the number from each answer to the sheet below. For example, on item A, if you selected number 6 put 6 on the sheet. Then add the numbers across each line.  
Sample: B1 + H4 = 5.

This exercise gives you two sets of scores. Cool scores apply to you initial response when disagreement first arises. Hot scores apply to your response after the disagreement has become stronger.

The scores indicate your inclination to use each style. **The higher your score in a given style, the more likely you are to use this style in responding to conflict.**

## How do I respond to conflict?

Cool (Questions A-J) Response when issues / conflict first arise						Hot (Questions K - T) Response after the issues/conflicts have been unresolved and have grown in intensity.							
Partner	A		+ G		=	Total	Partner	K		+ S		=	Total
Compromise	C		+ J		=		Compromise	M		+ T		=	
Accommodate	E		+ F		=		Accommodate	O		+ R		=	
Withdraw	D		+ I		=		Withdraw	N		+ P		=	
Compel	B		+ H		+		Compel	L		+ Q		=	

Using your scores from above list your score numbers and style names below in order of highest to lowest number

Cold Score					Hot				
Put your conflict style in here					Put your conflict style in here				
<b>High</b>				<b>Low</b>	<b>High</b>				<b>Low</b>

*Adapted from Roy Kraybill "Inventory of Personal Conflict Management Styles"*

## How do I respond to conflict?

<b>Compelling, Competing, Forcing, Directing</b>	
<b>Perspective on Conflict:</b> Conflict is obvious, some people are right and some people are wrong. The central issue is who is right. Pressure and coercion are necessary.	
Person wants to control the outcome, discourage disagreement and insist on their view prevailing.	
<b>Compelling, Competing, Forcing, Directing IS good when:</b>	<b>Compelling, Competing, Forcing, Directing IS NOT good when:</b>
<p>An emergency</p> <p>You are right and being right matters more to you than preserving relationships</p>	<p>Co-operation has not been attempted, and co-operation from others is important</p> <p>You use it all the time</p> <p>You diminish other people's self respect</p>
<b>Withdrawing, Avoiding</b>	
<b>Perspective on Conflict:</b> Conflict is hopeless, avoid it, overlook differences, accept disagreement or get out.	
Person delays or avoid response; withdraws, becomes inaccessible or diverts attention.	
<b>Withdrawing, Avoiding IS good when:</b>	<b>Withdrawing, Avoiding IS NOT good when:</b>
<p>The issues are trivial or the relationship does not matter</p> <p>A decision is not necessary</p>	<p>You care about the relationship and the issues involved</p> <p>Other could benefit from confrontation</p>

## How do I respond to conflict?

<b>Accommodating, Harmonising</b>	
<b>Perspective on Conflict:</b> Conflict is usually disastrous, so yield. Sacrifice your own interests, ignore the issues, put relationships first, keep peace at any price	
Person accepts the other's view, lets the other persons view prevail, gives in; support, acknowledge an error, decide it's no big deal or it doesn't matter	
<b>Accommodating Harmonising IS good when:</b>	<b>Accommodating Harmonising IS NOT good when:</b>
<p>You do not really care about the issue</p> <p>You have no power and do not want to block the other person</p>	<p>Others can harbour resentment</p> <p>You / others use it all the time to be accepted</p>
<b>Compromising</b>	
<b>Perspective on Conflict:</b> Conflict is mutual difference best resolved by cooperation and compromise. If each comes halfway, progress can be made by the democratic process.	
Person urges moderation; bargain, split the difference; find a little something for everyone, meet them halfway.	
<b>Compromising IS good when:</b>	<b>Compromising IS NOT good when:</b>
<p>Co -operation is important but time and resources are limited</p> <p>When finding a solution (- even though it may not be the best one ) is better rather than not solution at all - stalemate</p>	<p>You cannot live with the outcomes or results</p> <p>It is possible to find a better solution - and this is essential</p>

## How do I respond to conflict?

<b>Partner / Collaborating</b>	
<b>Perspective on Conflict:</b> Conflict is natural, neutral. So affirm differences, prize each person's uniqueness, recognises tensions in relationships and contrasts in viewpoint. Work through conflicts.	
Person asserts their views while also inviting other views. Welcome differences, identify all main concerns, and generate options and searches for solutions which meet as many concerns as possible, searches for mutual agreement.	
<b>Collaborating IS good when:</b>	<b>Collaborating IS NOT good when</b>
<ul style="list-style-type: none"> <li>Issues and relationships are important</li> <li>The outcome is important</li> <li>Time, resources and energy are available</li> <li>There is reasonable hope that people can partner up and/or collaborate</li> </ul>	<ul style="list-style-type: none"> <li>Lack of time</li> <li>The issues are unimportant or trivial</li> <li>The goals of the other person are not in line with yours / your organisation etc</li> <li>You are overloaded with partnering / collaborating</li> </ul>

Adapted from [www.peace.mennolink.org/resources/conflictstyle/](http://www.peace.mennolink.org/resources/conflictstyle/) accessed 05/05/19