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

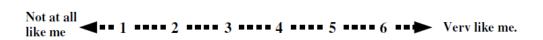
Circle one number on the line below in each statement.

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.

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

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



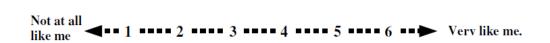
D. I pull back from discussion for a time to avoid tension.

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



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



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

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

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



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

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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.



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

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

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

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

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

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

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

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

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



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.

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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	Α		+ G		п	Total	Partner	K		+ 5	J	=	Total
Compromise	С		+ J		п		Compromise	М		+ T		=	
Accommodate	E		+ F		Ш		Accommodate	0		+ R		=	
Withdraw	D		+ I		=		Withdraw	N		+ P		=	
Compel	В		+ 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									
High				Low	High Lor				

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

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Compelling, Competing, Forcing, Directing

Perspective on Conflict: 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.

Compelling, Competing, Forcing, Directing IS good when:	Compelling, Competing, Forcing, Directing IS NOT good when:
An emergency	Co-operation has not been attempted, and co-operation from others is important
You are right and being right matters more to you than preserving relationships	You use it all the time
	You diminish other people's self respect

Withdrawing, Avoiding

Perspective on Conflict: Conflict is hopeless, avoid it, overlook differences, accept disagreement or get out.

Person delays or avoid response; withdraws, becomes inaccessible or diverts attention.

Withdrawing, Avoiding IS good when:	Withdrawing, Avoiding IS NOT good when:
The issues are trivial or the relationship does not matter	You care about the relationship and the issues involved
A decision is not necessary	Other could benefit from confrontation

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Accommodating, Harmonising

Perspective on Conflict: 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

Accommodating Harmonising IS good when:	Accommodating Harmonising IS NOT good when:
You do not really care about the issue	Others can harbour resentment
You have no power and do not want to block the other person	You / others use it all the time to be accepted

Compromising

Perspective on Conflict: 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.

Compromising IS good when:	Compromising IS NOT good when:
Co -operation is important but time and resources are limited	You cannot live with the outcomes or results
When finding a solution (- even though it may not be the best one) is better rather than not solution at all - stalemate	It is possible to find a better solution – and this is essential

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Partner / Collaborating

Perspective on Conflict: 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.

Collaborating IS good when:	Collaborating IS NOT good when				
Issues and relationships are important	Lack of time				
The outcome is important	The issues are unimportant or trivial				
Time, resources and energy are available	The goals of the other person are not in line with yours /				
	your organisation etc				
There is reasonable hope that people can partner up and/or					
collaborate	You are overloaded with partnering / collaborating				

Adapted from www. peace.mennolink.org/resources/conflictstyle/ accessed 05/05/19

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