

CONFLICT STYLE ASSESSMENT INVENTORY

Rank order these first five statements [1 = the statement I agree with most strongly; 5 = the statement I disagree with most strongly]. NO TIE RANKS ALLOWED.

- | | <u>RANK</u> |
|---|-------------|
| 1. Conflict is a game with winners and losers. | _____ |
| 2. Conflict is a mess which makes me uncomfortable. | _____ |
| 3. Conflict represents a trade-off between competing interests. | _____ |
| 4. Conflict is a “bump in the road” which needs smoothing out. | _____ |
| 5. Conflict represents an opportunity for improved decision making. | _____ |

For the remaining items below, use the following scale:

1 = Strongly agree; 2 = Agree; 3 = Undecided; 4 = Disagree; 5 = Strongly Disagree

- | | <u>RATING</u> |
|---|---------------|
| 6. I try to avoid situations where I expect heated controversy. | _____ |
| 7. When in conflict, I normally ask for more than I expect to get. | _____ |
| 8. I try to help friends resolve their differences. | _____ |
| 9. It is possible for both parties to “win” in most conflicts. | _____ |
| 10. I almost never back away from a good argument. | _____ |
| 11. I am willing to meet the other person half-way. | _____ |
| 12. I listen more than I talk in most conflict situations. | _____ |
| 13. Other people often improve my ideas. | _____ |
| 14. All is fair in love, war, and conflict. | _____ |
| 15. When conflict erupts in my group, I try to stay out of it. | _____ |
| 16. Normally, I would rather lose an argument than hurt someone’s feelings. | _____ |
| 17. I discuss my differences with others openly. | _____ |
| 18. I wish people with nothing worthwhile to say would keep their opinions to themselves. | _____ |
| 19. Conflict is a waste of time and effort. | _____ |
| 20. You have to be willing to make sacrifices in order to settle a conflict. | _____ |

CONFLICT ASSESSMENT SCORING SHEET

Instructions: Record your answers to the numbered items in the survey and total the scores in each column.

Tough Battler	Avoider	Compromiser	Accommodator	Problem Solver
1.	2.	3.	4.	5.
10.	6.	7.	8.	9.
14.	15.	11.	12.	13.
18.	19.	20.	16.	17.
TB total =	AV total =	CMP total =	ACC total =	PS total =

INTERPRETING YOUR SCORE

Note the totals at the bottom of each column. Your favored and disfavored styles are indicated by your scores. See the following page for a description of each style.

4 – 7 Marked Preference for this style

8 – 11 Preference

12 – 16 Aversion to this style

17 – 20 Marked Aversion

CONFLICT STYLES

Tough Battler (TB)

The Tough Battler is characterized as one who is aggressive and uncooperative, pursuing his/her own objectives at the expense of another. The TB attempts to gain power through direct confrontation. The conflict is seen as a battleground. The goal is unconditional surrender. From this perspective, conflict is clearly a win—lose proposition.

Avoider (AV)

The Avoiding style is associated with passive, nonassertive behavior. AV pursues neither his/her own concerns and objectives nor those of others. AV refuses to engage openly in conflict. The Avoider may sidestep the issue by changing the topic, enforcing procedural rules, or clamming up. This style is normally associated with either lose—lose or win—lose strategies.

Compromiser (CMP)

The Compromiser is primarily concerned with gaining agreement—getting the conflict over with, CMP views the conflict process itself, more than the issue in conflict, as the obstacle to be overcome. However consciously, Compromisers accept sacrifices regarding both task and relationship concerns. Consequently, this represents a classic lose—lose approach to conflict situations.

Accommodator (ACC)

The Accommodator's behavioral style is both nonassertive and cooperative. It is the opposite of the Tough Battler. ACC puts aside his/her own concerns and objectives regarding the task and concentrates upon satisfying the needs of the other person. This style usually reflects a lose—win approach (AV is willing to lose so that the other can win), but in reality may represent win—win strategy (AV wins on the relational dimension while the other party wins with respect to the task).

Problem Solver (PS)

The Problem Solver commits to both the task at hand and his/her relationship with the other person. The goal is to satisfy both parties' concerns and objectives. This style is the most highly involved and energetic one. PS involves more than cooperation. When two Problem Solvers conflict, the "you" and I are replaced with "we." Problem Solving reflects a win—win orientation.