



CONFLICT MANAGEMENT STYLES ADAPTED FROM PI KAPP COLLEGE FOR CHAPTER OFFICERS 2019

INSTRUCTIONS

Each statement below provides a strategy for dealing with conflict. Read each statement and rate on a scale of one (1) to four (4), indicating how likely you are to use the strategy. Be sure to answer the questions based on how you would behave rather than how you think you should behave.

- (1) I rarely behave this way.
- (2) I sometimes behave this way.
- (3) I often behave this way.
- (4) I always behave this way.

ASSESSMENT

- _____ (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 when problem-solving.
- _____ (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) Being at odds with other people makes me feel uncomfortable and anxious.
- _____ (11) I try to accommodate 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 would 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 to others to myself.

SCORING

To find your preferred style, total the points in the categories listed below. Your highest score indicates your most commonly used conflict management strategy. The lowest score indicates your least preferred strategy. Regardless of score, you may still find yourself using a blend of different styles as you practice leadership in your chapter, on your campus, and throughout your local community.

- _____ **Collaborating** (total scores from questions 1, 5, and 7)
- _____ **Competing** (total scores from questions 4, 9, and 12)
- _____ **Avoiding** (total scores from questions 6, 10, and 15)
- _____ **Accommodating** (total scores from questions 3, 11, and 14)
- _____ **Compromising** (total scores from questions 2, 8, and 13)

DESCRIPTIONS

Those who use the Collaborating style may prefer to assert their views while also inviting other views. They welcome differences, identify all main concerns, generate options, and typically search for a solution which meets as many concerns as possible. Their goal is to create mutual agreement.

Those who use the Competing style may prefer to control the outcome, discourage disagreement, or insist on their view prevailing or “winning.”

Those who use the Avoiding style may prefer to delay or avoid responding, withdraw, become inaccessible, or divert attention to other matters.

Those who use the Accommodating style may prefer to accept the other person’s point of view. They may support, acknowledge error, or decide that the conflict is no big deal.

Those who use the Compromising style may prefer to urge moderation, bargain, split the difference, find a little something for everyone, or meet others halfway.

WORKING WITH OTHERS

When working with those who prefer the Collaborating style: conflict is assumed to be natural, neutral. You can affirm differences, prize each person’s uniqueness. Recognize tensions in relationships and contrasts in viewpoint. Work through conflicts of closeness.

When working with those who prefer the Competing style: conflict is assumed to be obvious; some people are right, and some people are wrong. The central issue is who is right. Pressure may be necessary.

When working with those who prefer the Avoiding style: conflict is assumed to be hopeless. They may overlook differences, accept disagreement, or get out.

When working with those who prefer the Accommodating style: conflict is assumed to be disastrous, so they may choose to quickly yield. They may sacrifice their own interests, ignore the issues, put relationships first, and keep the peace at any price.

When working with those who prefer the Compromising style: conflict is assumed to be a mutual difference best resolved by cooperation and compromise. If each comes halfway, progress can be made by the democratic process.