Conflict Management Style Survey

Instructions: Choose a single frame of reference for answering all fifteen items (e.g. work related conflicts, family-conflicts, or social conflicts) and keep that frame of reference in mind when answering the items. Allocate 10 points among the four items below with more points given to an item that is in line with how you would likely respond.

Example: When the pusually:	people I supervise bec	ome involved in a pers	sonal conflict I
Intervene to settle the dispute.	Call a meeting to talk over the problem.	Offer to help if! can.	Ignore the problem.
3	6	1	0
Be certain that your answ	vers add up to 10.		
Survey questions:			
1) When someone <i>I care</i> I tend to:	e about is actively hostile	toward me (yelling, thre	atening, abusive)
Respond in a hostile manner.	Try to persuade the person to give up the hostile behavior.	Stay and listen as long as possible.	Walk away.
2) When someone <i>who</i> (yelling, threatening, ab	is relatively unimportant ousive), I tend to:	to me is actively hostile	toward me
Respond in a	Try to persuade	Stay and listen as	Walk away.
hostile manner.	the person to give up the hostile behavior.	long as possible.	

3) When I observe people in conflict in which anger, threats, hostility, and strong opinions are					
present, I tend to: Become involved and take a position.	Attempt to mediate.	Observe to see what happens.	Leave as quickly as possible.		
4) When I perceive an	other person as meeting I	nis/her needs at my expe	nse. I am apt to:		
Work to do anything I can to change that person	Rely on persuasion and 'facts' when attempting to have that person change.	Work hard at changing how I relate to that person.	Accept the situation as it is.		
5) When involved in a Draw the other person into seeing the problem as I do.	n interpersonal dispute, n Examine the issues between us as logically as possible.	ny general pattern is to: Look hard for a workable compromise.	Let time take its course and let the problem work itself out.		
6) The quality that I va Emotional strength and security.	alue most in dealing with o Intelligence.	conflict would be: Love and openness.	Patience.		
7) Following a serious Strongly desire to go back and settle things my way.	Want to go back and work it out - whatever give-and-take is necessary.	e I care for deeply, I: Worry about it a lot but not plan to initiate further contact.	Let it lie and not plan to initiate further contact.		

8) When I see a seri Express my disappointment that this had to happen.	ous conflict developing be Attempt to persuade them to resolve their differences	etween two people <i>I care</i> Watch to see what develops.	e about, I tend to: Leave the scene.
9) When I see a seri unimportant to me,	ous conflict developing b I tend to:	etween two people <i>who</i> a	are relatively
Express my disappointment that this had to happen.	Attempt to persuade them to resolve their differences.	Watch to see what develops.	Leave the scene.
10)The feedback that	at I receive from most peo	ple about how I behave v	when faced with
conflict and opposi Try hard to get my way.	tion indicates that I: Try to work out differences cooperatively.	Am easygoing and take a soft or conciliatory position.	Usually avoid the conflict.
		·	
11)When communion Try to overpower the other person with my speech.	cating with someone with the Talk a little bit more than I listen	whom I am having a serion Am a passive listener (agreeing and apologizing).	ous conflict, I: Am an active listener (feeding back words and feelings).
12)When I am invol ouse humor with the other party.	ved in an unpleasant conf Make an occasional quip or joke about the situation or the relationship.	lict, I: Suppress all attempts at humor.	Relate humor only to myself.

13) When someone does something that irritates me (e.g. smokes in a nonsmoking area or crowds in line in front of me), my tendency in communicating with the offending person is to:				
Insist that the person look me in the eye.	Look the person in the eye and maintain eye contact.	Maintain intermittent eye contact.	Avoid looking directly at the person.	
14)When someone does crowds in line in front of to:	s something that irritates of me), my tendency in co	me (e.g. smokes in a nor mmunicating with the of	nsmoking area or fending person is	
Stand close and make physical contact.	Use my hands and body to illustrate my points.	Stand close to the person without touching her/him.	Stand back and keep my hands to myself.	
		me (e.g. smokes in a not mmunicating with the off		
language and tell the person to stop.	the person to stop.	tell the person what my feelings are.	nothing.	

Scoring and Interpreting

Instructions: When you have completed all fifteen items, ass your scores vertically, resulting in four column totals. Put these on the blanks below.

Column One	Column Two	Column Three	Column Four
			- <u></u> -

Using your total scores in each column, fill in the bar graph below.

	1	2	3	4
150				
100				
75				
50 25				
25				
0				

Column One: Aggressive/ConfTontiveBehavior Column Two: AssertivelPersuasive Behavior Column Three: ObservantlIntrospective Behavior Column Four: AvoidinglReacting Behavior

Four Styles of Conflict Management

1) Aggressive/Confrontive:

- -Tends to 'take the bull by the horns.' Holds a strong need to control situations and/or people. Those who use this style tend to be directive and judgmental.
- -Appropriate in crisis situations and when violence seems eminent.

2) Assertive/Persuasive-

- -Tends to standup for oneself without being pushy. Holds a proactive approach to conflict, and a willingness to collaborate. Those who use this style tend to depend heavily on their verbal skills
- -Appropriate in most situations of interpersonal conflict where threat of violence is not an issue.

3) Observant/Introspective:

- -Tends to observe others and examine oneself analytically in response to conflict situations. Holds a need to adopt counseling and listening modes of behavior. Those who use this style are likely to be cooperative, even conciliatory.
- -Appropriate in general and especially in mediation-type situations.

4) Avoiding/Reactive:

- -Tends toward passivity or withdrawal in conflict. Holds a need to avoid confrontation. Those who use this style are usually accepting and patient, often suppressing their strong feelings.
- -Appropriate when dealing with a person who will not listen to reason or offers for collaboration and resolution. When using this style, one needs to make sure they are subtly working towards another approach.