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 people I supervise become involved in a personal conflict I usually:
Intervene to set up the dispute. Call a meeting to talk over the problem. Offer to help if I can. Ignore the problem.

_____ 3 _____                       _____ 6 _____                        _____ 1 _____                   _____ 0 _____

Be certain that your answers add up to 10.

Survey questions:

1) When someone I care about is actively hostile toward me (yelling, threatening, abusive), I tend to:
   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 who is relatively unimportant to me is actively hostile toward me (yelling, threatening, abusive), I tend to:
   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.

   __________   __________   __________   __________
3) When I observe people in conflict in which anger, threats, hostility, and strong opinions are present, I tend to:

<table>
<thead>
<tr>
<th>Become involved and take a position.</th>
<th>Attempt to mediate.</th>
<th>Observe to see what happens.</th>
<th>Leave as quickly as possible.</th>
</tr>
</thead>
</table>

4) When I perceive another person as meeting his/her needs at my expense, I am apt to:

<table>
<thead>
<tr>
<th>Work to do anything I can to change that person</th>
<th>Rely on persuasion and 'facts' when attempting to have that person change.</th>
<th>Work hard at changing how I relate to that person.</th>
<th>Accept the situation as it is.</th>
</tr>
</thead>
</table>

5) When involved in an interpersonal dispute, my general pattern is to:

<table>
<thead>
<tr>
<th>Draw the other person into seeing the problem as I do.</th>
<th>Examine the issues between us as logically as possible.</th>
<th>Look hard for a workable compromise.</th>
<th>Let time take its course and let the problem work itself out.</th>
</tr>
</thead>
</table>

6) The quality that I value most in dealing with conflict would be:

|----------------------------------|--------------|-------------------|----------|

7) Following a serious altercation with someone I care for deeply, I:

<table>
<thead>
<tr>
<th>Strongly desire to go back and settle things my way.</th>
<th>Want to go back and work it out - whatever give-and-take is necessary.</th>
<th>Worry about it a lot but not plan to initiate further contact.</th>
<th>Let it lie and not plan to initiate further contact.</th>
</tr>
</thead>
</table>
8) When I see a serious conflict developing between two people *I care about*, I tend to:
- Express my disappointment that this had to happen.
- Attempt to persuade them to resolve their differences.
- Watch to see what develops.
- Leave the scene.

9) When I see a serious conflict developing between two people *who are relatively unimportant to me*, I tend to:
- 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 I receive from most people about how I behave when faced with conflict and opposition indicates that I:
- Try hard to get my way.
- Try to work out differences cooperatively.
- Am easygoing and take a soft or conciliatory position.
- Usually avoid the conflict.

11) When communicating with someone with whom I am having a serious conflict, I:
- Try to overpower the other person with my speech.
- Talk a little bit more than I listen.
- Am a passive listener (agreeing and apologizing).
- Am an active listener (feeding back words and feelings).

12) When I am involved in an unpleasant conflict, I:
- Use humor with the other party.
- Make an occasional quip or joke about the situation or the relationship.
- 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:

<table>
<thead>
<tr>
<th>Insist that the person look me in the eye.</th>
<th>Look the person in the eye and maintain eye contact.</th>
<th>Maintain intermittent eye contact.</th>
<th>Avoid looking directly at the person.</th>
</tr>
</thead>
</table>

__________                       __________                      _________                        _________

14) 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:

<table>
<thead>
<tr>
<th>Stand close and make physical contact.</th>
<th>Use my hands and body to illustrate my points.</th>
<th>Stand close to the person without touching her/him.</th>
<th>Stand back and keep my hands to myself.</th>
</tr>
</thead>
</table>

_________                        ___________                    ___________                    __________

15) 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:

<table>
<thead>
<tr>
<th>Use strong direct language and tell the person to stop.</th>
<th>Try to persuade the person to stop.</th>
<th>Talk gently and tell the person what my feelings are.</th>
<th>Say and do nothing.</th>
</tr>
</thead>
</table>

__________                       __________                     __________                      __________
**Scoring and Interpreting**

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

<table>
<thead>
<tr>
<th></th>
<th>Column One</th>
<th>Column Two</th>
<th>Column Three</th>
<th>Column Four</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

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

<table>
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<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<tbody>
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</tbody>
</table>

Column One: Aggressive/ConfTontive Behavior  
Column Two: Assertive/Persuasive Behavior  
Column Three: Observant/Introspective Behavior  
Column Four: Avoiding/Reacting 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 stand up 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.