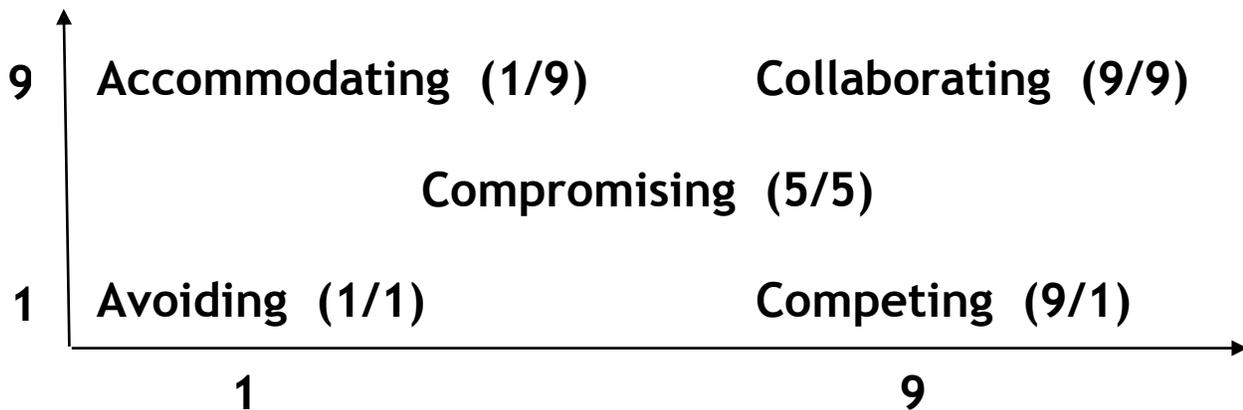


THOMAS-KILMANN CONFLICT MODE INSTRUMENT INTERPRETING THE RESULTS

9/1 = Competing 9/9 = Collaborating 5/5 = Compromising 1/1 = Avoiding 1/9 = Accommodating

Record the results of the Test in the graph below by *circling* the style with the *highest score* and then *drawing an arrow to the style with the next highest score*, and so on until you finish all five styles. Next, subtract the difference of scores between succeeding styles and mark the difference close to the arrow separating the two styles.



How to Interpret Your Results

Your “dominant” conflict management style is predicted by the style with the highest score. The “strength” of your preference (that is, your willingness to stay or move from one style to the next) is predicted by the difference between the scores of the styles. If the difference is high, resistance is high. If the difference is low, you may move from one style to the other with ease.

Accommodating (1/9) - Win/Lose Assumption

If your dominant style is accommodating, you dislike the impact that differences between people may have on their relationships and believe that self-sacrifice and placing the importance of continued relationship above one’s own goals is necessary for solving conflict. From this point of view, it is better to ignore differences than to risk open combat by being over-sensitive. If your accommodating score is HIGH compared with other styles, it reflects a need for affiliation and acceptance, interest in appeasing others. Since personal objectives are set aside by the user, the cost of this style lends itself to exploitation and can become incredibly burdensome in the long term. If accommodation is followed or follows avoidance as your two top scores, you should consider your dominant style one of avoidance-accommodation (see avoidance).

Competing (9/1) - Win/Lose Assumption

If your dominant style is competing, you see differences among people as reflecting their skills: some people have skills, others have none, and some are right and some are wrong. Ultimately, right prevails and this is the central issue in conflict. We owe it to ourselves and those who rely on our judgment to prevail in conflicts with others whose opinions and goals

are in doubt. If your competing score is HIGH compared with others, you believe that persuasion, power and force are acceptable tools for achieving conflict resolution and most people expect them to be employed. You believe that conflict is a competition for status that will be won by the person demonstrating more competence. This style places prime importance on personal goals to the exclusion of any concerns for the relationship.

Avoiding (1/1) - Win/Lose Assumption

If your dominant style is avoidance, it is likely that you had bad experiences with either accommodation or competing or you see conflict as the results of people's preferences and aspirations and as such, beyond anybody's influence. So, conflict is seen as a necessary evil that we must either accept or withdraw from human contact. If your avoidance score is HIGH, it shows a sense of hopelessness and withdrawal since conflict is perceived as a no-win alternative, leaving open the option of leaving it either psychologically and physically.

Compromising (5/5) - Win/Lose Assumption

If your dominant style is compromising, you believe that differences between people should be treated in light of the common good and that party's need to "win a little, lose a little". This style tries to soften and make more tolerable the effects of losing by limiting the gains. Both ends are played against the middle in an attempt to serve the "common good". If your accommodating score is HIGH, you believe that, although everyone should have an opportunity to air personal views and feelings, these should not be allowed to block progress. It is never realistic for everyone to be satisfied and those who insist in such unrealistic goals should be shown their error.

Collaborating (9/9) - Win/Win Assumption

If your dominant style is collaborating, you believe that conflict itself is neither good nor bad, but usually a symptom of tensions in relationships and should be treated accordingly. When properly interpreted, differences may be resolved and serve to strengthen relationships rather than divide. Conflict cannot be ignored and requires problem-solving often of the type that goes beyond the superficial issues. Trust is the result of solving conflicts successfully and to the satisfaction of people. In this respect, past successes in finding creative solutions to conflict serve to promote future successes, creating a win-win cycle. A HIGH collaboration score shows implicit faith in the process of conflict resolution and the assumption that working through differences will lead to creative and effective solutions that everyone will support.

Order of Styles

All five styles and their variations are equally available responses to conflict. The fact that a person prefers a given style does not mean he or she will not use other styles. Indeed, this model assumes that we use each style at one point or another. Nevertheless, our "dominant" style reflects our particular beliefs about conflict, our preferences and "comfort zone". Secondary choices constitute backups preferences when we find it necessary to abandon our preference, creating a "response hierarchy".

It is important to emphasize that we have the ability to change our dominant style and our response hierarchy. If a person genuinely desires to have a more constructive approach to conflict management, change is entirely possible and it is a personal option. To change our

style, we must become aware of the available options and then undertake a conscious program of building skills where we need them. With some discipline and commitment, it is possible to change or improve our skills and to provide a response that is appropriate to each individual conflict, either as a party to, or as a third-party (mediator or facilitator).