



Session 10 – Part 2 – Resource E

CONFLICT MANAGEMENT STYLE SURVEY

Instruction: Choose a single frame of reference for answering all fifteen items (e.g. work-related communications, family communications, or social communications) and keep that frame of reference in mind when answering the items

Allocate 10 points among the four alternative answers given for each of the fifteen items below.

Example: When the people I supervise become involved in a personal conflict, I usually:

Intervene to
settle the
dispute.

3

Call a meeting
to talk over
the problem.

6

Offer to help
if I can.

1

Ignore the
problem.

0

Be certain that your answers add up to 10.

1. When someone *I care about* is actively powerful toward me, i.e. threatening, abusive, etc. I tend to:

Respond in a powerful
manner.

Try to persuade
the person to give
up his/her actively
hostile behaviour.

Stay and listen
as long as possible.

Walk away.

2. When someone who is relatively unimportant to me is actively hostile toward me, i.e. threatening, abusive, etc. I tend to:

Respond in a powerful
manner.

Try to persuade
the person to give
up his/her actively
hostile behaviour.

Stay and listen
as long as possible.

Walk away.

3. When I observe people in conflicts in which anger, power, 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 another person as meeting his/her needs at my expense, 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 an interpersonal dispute, my general pattern is to:

Draw the other
person into
seeing the
problem as I do.

Examine the
issues between
us as logically
as possible.

Look hard for
a workable
compromise.

Let time take its
course and let
the problem work
itself out.

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

Emotional
strength and
security.

Intelligence.

Love and
openness.

Patience.

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

Strongly desire to go
back and settle things
my way.

Want to go back
and work it out –
whatever give-and-
take is necessary.

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 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 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 over-
power the other
person with my
speech.

Talk a little
bit more than
I listen.

Am an active
listener (feeding
back words and
feelings).

Am a passive
listener (agreeing
and apologizing).

12. When involved in an unpleasant conflict, I:

Use humour
with the other
party.

Make an occasional
quip or joke about
the situation or
the relationship.

Relate humour only
to myself.

Suppress all
attempts at humour.

13. When someone does something that irritates me (e.g. smokes in a non-smoking area or crowds in line in front of me), my tendency in communicating with the offending person is to:

Try to get them
to look me in
the eye.

Look the person
directly in the
eye and maintain
eye contact.

Maintain
intermittent eye
contact.

Avoid looking
directly at the person.

14. When I talk to someone, I tend to:

Stand close
and make
physical
contact.

Use my hands
and body to
illustrate my
points.

Stand close to
the person without
touching him or
her.

Stand back and
keep my hands
to myself.

15. When I talk to someone who is argumentative, I tend to:

Use strong
direct language
and tell the
person to stop.

Try to persuade
the person
to stop.

Talk gently and
tell the person
what my feelings
are.

Say and do
nothing.

CONFLICT MANAGEMENT STYLE SURVEY SCORING AND INTERPRETATION SHEET

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

Totals:

Column 1

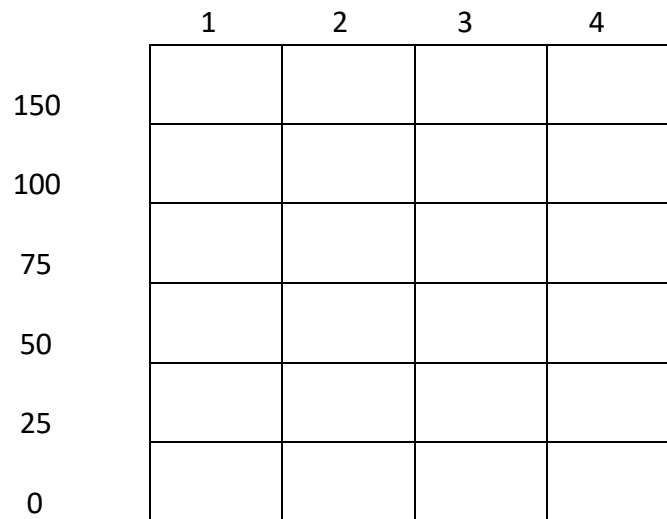
Column 2

Column 3

Column 4

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

Total Points



Column 1: Aggressive/Confrontive. High scores indicate a tendency toward “taking the bull by the horns” and a strong need to control situations and/or people. Those who use this style are often directive and judgmental.

Column 2: Assertive/Persuasive. High scores indicate a tendency to stand up for oneself without being pushy, a proactive approach to conflict, and a willingness to collaborate. People who use this style depend heavily on their verbal skills.

Column 3: Observant/Introspective. High scores indicate a tendency to observe others and examine oneself analytically in response to conflict situations as well as a need to adopt counseling and listening modes of behaviour. Those who use this style are likely to be cooperative, even conciliatory.

Column 4: Avoiding/Reactive. High scores indicate a tendency toward passivity or withdrawal in conflict situations and a need to avoid confrontation. Those who use this style are usually accepting and patient, often suppressing their strong feelings.

Now total your scores for Columns 1 and 2 and Columns 3 and 4.

Column 1 + Column 2 = _____ ^{Score} A

Column 3 + Column 4 = _____ B

If score A is significantly higher than Score B (25 points or more), it may indicate a tendency toward assertive conflict management. A significantly higher B score signals a more conciliatory approach.

Do these interpretations give you any insights? Do they fit you? Are any changes desired?
Write your comments below.
