



Your Internal Conflict Messaging System

**A Guide to Assessing and Leveraging
Your Conflict Style**



Kite Agility Content and
Leadership Solutions

www.kiteagility.com

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A simple multiple-selection assessment with your response – there are no right or wrong answers.

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Tools that help you overcome communication gaps and guide you through organizational conflict.

About this Guide

This resource was created for leaders navigating complexity, tension, and change. The Conflict Assessment helps you identify instinctive communication patterns under pressure, reflect on how they affect stakeholder alignment, and explore pathways for agility and impact. Whether you're guiding a team, project, or career shift, this guide supports your leadership growth with clarity and practical insight.

This guide is designed to support reflection and leadership development; it's not a substitute for legal, HR, or career advice. Use discernment, consult professionals as needed, and trust your judgment in applying these ideas within your own context.

About Kite Agility

Kite Agility equips leaders to show up with clarity, courage, and confidence even when stakes are high and uncertainty looms. Through practical frameworks, leadership tools, and strategic coaching experiences, Kite Agility helps people navigate conflict, decode ambiguity, and lead with integrity. Whether you're guiding teams, projects, or career decisions, Kite Agility supports the alignment that drives meaningful outcomes.

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Kite Agility Conflict Assessment – What is your Natural Approach to Conflict?

This tool helps leaders identify their default conflict communication patterns, understand how those patterns impact stakeholder alignment, and explore strategies for strengthening Communication Agility during tense or high-stakes moments. It's a guide to help you lead with clarity and choose the best mode in any situation.

Section 1: Assessment – Recognizing Your Conflict Patterns

Instructions:

Review each group of statements and select as many that resonate with your instinctive behavior in moments of conflict. Be honest, there's no "right" way to navigate conflict, just patterns to notice. Section 2 will guide you into reflections and agility practices.

Group A

1. I am so committed to my view that I might not know when to give it up.
2. I find it tough to admit when I'm wrong.
3. I often argue my case and insist on the advantages of my perspective.
4. Conflicts are almost exhilarating; I enjoy a good battle of wits.

Group B

5. I'm willing to forgo my position to keep harmony between us.
6. In conflict, my views are often overlooked or dismissed before full consideration.
7. I tend to avoid conflicts when emotions run high.
8. Being in a disagreement with other people makes me feel uncomfortable and anxious.

Group C

9. I often take charge, even when it's outside my responsibility.
10. I prefer to handle tasks myself so I can ensure they meet my expectations.
11. I often feel impatient during disagreement.
12. I can figure out what needs to be done and I'm often right.

Group D

13. I tend to keep my feelings private, even when others express theirs openly.
14. I prefer to delegate highly emotional situations whenever possible.
15. Intense emotional expressions from others can feel draining or overwhelming to me.
16. When in an argument, I usually say very little and try to leave as soon as possible.

Group E

17. I often set intentions but struggle to follow through consistently.
18. I tend to let others take the lead, even when I have thoughts or preferences.
19. Under stress, I default to familiar habits or distractions rather than addressing the challenge directly.
20. I avoid hard feelings by keeping my disagreements with others to myself.

Section 2: Understanding Your Patterns

Instructions:

The group where you selected **two or more statements** may indicate your primary conflict communication pattern. You might recognize more than one - *this assessment is a mirror, not a label*.

Use the reflection points to navigate your default pattern with greater agility, intention, and stakeholder alignment. These could be topics for you to explore on your own, or with support, like from a coach or therapist.

Group A – Assert-Defend (Certainty/Control-Driven)

Others may naturally look to you for decisions and direction. Look for ways to blend openness and empathy into your assertions, or they may start falling on resistant ears.

- *Strengths in stakeholder alignment:* Clear convictions, willing to challenge assumptions, drives clarity in decisions
- *Challenges to watch for:* May push others away or create power struggles when certainty overrides listening

Growth Opportunities:

- Invite strategic dissent to test and strengthen your thinking
- Practice pausing before advocacy. Observe what others value before leading with your view
- Explore when your conviction reinforces clarity vs. when it overrides collaboration

Agility Practices:

- Ask “What am I assuming here?” before diving into explanation
 - Use open framing: “What do you see that I might be missing?”
 - Practice silent listening in tense exchanges to expand insight before response
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Group B – Accommodate-Avoid (Harmony-Driven)

There may be situations where holding back one’s opinion is best, especially if the opinion is controversial. If there is an ongoing pattern of holding back, you may develop a reputation of being the one with little or nothing to contribute.

- *Strengths in stakeholder alignment:* Creates psychological safety, prioritizes relationships, smooths tense situations
- *Challenges to watch for:* May silence important concerns or create resentment through over-accommodation

Growth Opportunities:

- Notice the cost of over-accommodation: what isn't getting voiced?
- Explore ways to hold tension without abandoning relationship
- Reframe conflict as a space for connection, not just disruption

Agility Practices:

- Use language like "I'd like to share a perspective before we move forward..."
- Establish boundary clarity: define what you need without retreating
- Debrief quiet choices: "Did I skip something that needed to be said?"

Group C – Autonomy & Intensity (Action-Driven)

You likely excel at jumping in to get things done and driving progress. Explore opportunities to get in the flow of team expertise – brainstorming, feedback, and multiple ways of communicating.

- *Strengths in stakeholder alignment:* Takes initiative, moves quickly, leads from energy and drive
- *Challenges to watch for:* May overwhelm others, skip collaboration, or resist input that slows things down

Growth Opportunities:

- Explore when independence enhances agility and when it limits collaboration
- Ask: "What decision or pace am I trying to protect?"
- Build awareness around urgency: is it strategy-driven or stress-driven?

Agility Practices:

- Invite input even when confident: "How would you approach this?"
- Practice the 2-minute pause before taking control
- Create shared task maps that invite joint ownership

Group D – Emotional Reserve & Withdrawal (Safety-Driven)

Knowing when to disconnect and when to stay engaged is a skill practiced over time. But if the pattern of withdrawal persists, explore the environment and what could help you contribute your voice, starting with safety concerns.

- *Strengths in stakeholder alignment:* Maintains calm, avoids emotional escalation, preserves objectivity
- *Challenges to watch for:* May miss emotional undercurrents or unintentionally appear disengaged or disinterested

Growth Opportunities:

- Learn to name discomfort early, before it becomes silence
- Explore how emotional safety can co-exist with emotional presence
- Ask: “What part of this am I trying to protect myself from?”

Agility Practices:

- Use phrases like “This feels like a lot...and I want to stay engaged”
- Try revealing a small signal: “Here’s a bit of how this landed for me...”
- Resist the exit: stay one breath longer when the impulse is to withdraw

Group E – Disengage-Diffuse (Ambiguity-Driven)

Finding a compromise means one or more parties in the conflict have to give up something they wanted. It can help move things forward. If you are the one always giving up something, you may be keeping yourself stuck in non-boundaries. Good compromising can easily cross the line into compromising oneself with lack of follow through or direction.

- *Strengths in stakeholder alignment:* Offers space, doesn’t rush decisions, avoids unnecessary conflict
- *Challenges to watch for:* May confuse or frustrate others by being unclear, non-committal, or inconsistent

Growth Opportunities:

- Explore the roots of disconnect: what inner narrative keeps you from engaging?
- Shift from reaction to choice: What do I want to move toward in this conversation?
- Ask: “What pattern am I repeating and what would interrupt it?”

Agility Practices:

- Voice intention: “I’ve noticed I’m quiet on this and I want to speak into it.”
- Choose one clear follow-through and track it
- Replace habits with curiosity: “What’s underneath this resistance?”

Section 3: Apply Conflict-Aware Leadership Actions Today



Buckling under pressure of priorities?

Unrecognized conflict patterns often distort how priorities are perceived, communicated, and navigated. Leaders who understand their default styles can spot hidden friction earlier and apply targeted tools to keep alignment intact. Try one of these communication agility toolkits:

- Kite Agility [Prioritization Pivot Toolkit](#)
Decode priority strain through stakeholder lenses and apply lightweight strategies to communicate urgency with empathy. Helps develop an awareness of organizational conflict patterns.
- [Stakeholder Updraft Toolkit](#)
Surface alignment gaps and recalibrate expectations before momentum stalls, especially when your conflict style clouds how others engage.



Ready to Elevate Your Perspective?

- [Clarity at Altitude Program](#)
For leaders navigating complexity, this strategic thinking experience expands your view from the weeds to the sky. Learn to spot patterns, reframe tension, and lead with altitude, not just attitude.
- [Career Clarity Session](#)
Feeling misaligned in your current role or unsure what’s next? One-on-one session(s) can help you decode your career crossroads with precision.
 - Clarify your strengths, values, and leadership style
 - Explore how conflict patterns show up in your career decisions
 - Identify next steps that align with your impact and energy
- [Listening Intelligence Learning Opportunities](#)
From individual sessions to team training, these opportunities will help facilitate listening-aware smooth communications. Learn more at the link.



Contact Dori with any questions or feedback using the contact form at:

kiteagility.com