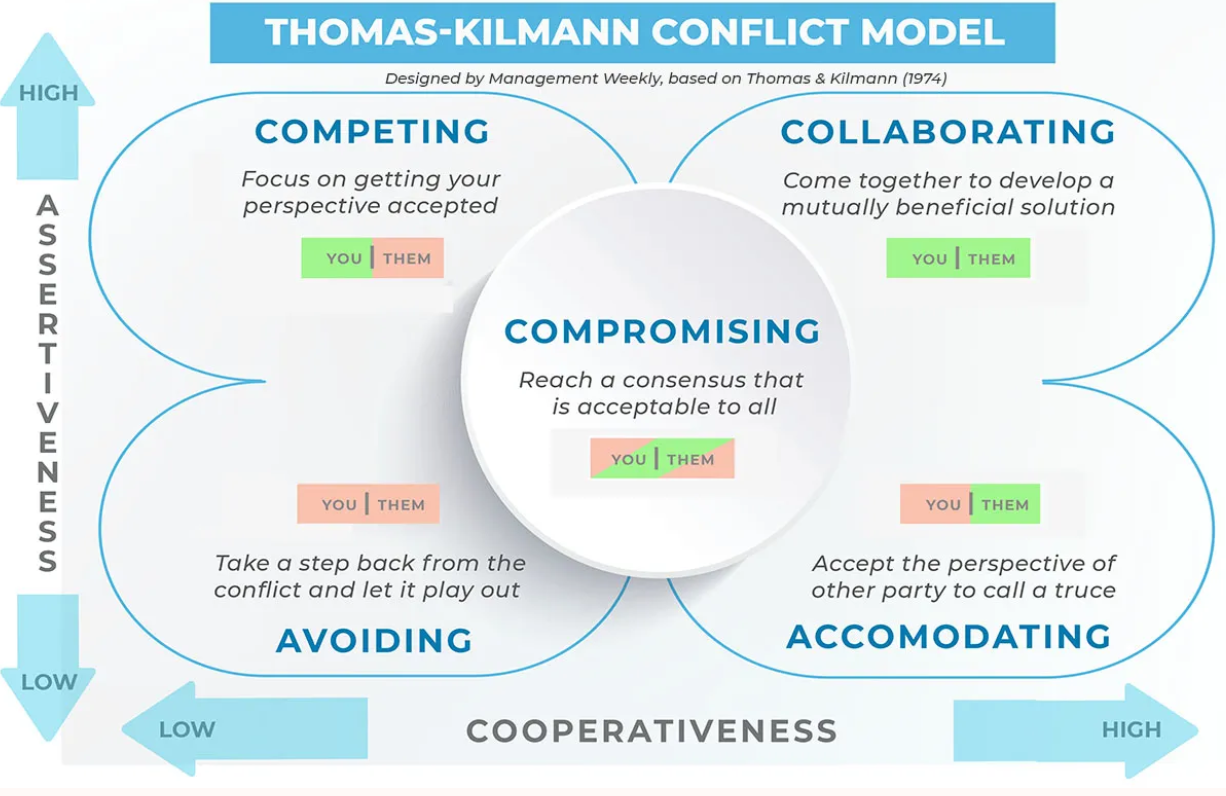
MODULE 4 – CONFLICT SOLVING

**M4.WS14 - Characteristics of the Conflict Modes (Thomas-Kilmann Conflict Mode Instrument)**



***Conflict Mode Self-Assessment*** determines an individual’s preferred style of dealing with conflict (competing, accommodating, collaborating, avoiding, or compromising).

1. ***Competing***

Characteristics

* Assertive
* Uncooperative
* Pursues own concerns and needs sometimes at the expense of others
* It’s all about defending your position; standing your ground
* Able to effectively communicate views and persuade others
* Opposite of Accommodating

When it may be appropriate to use

* Issue is very important to you (there is a need to protect your or own self-interests)
* Little time for discussion and quick action needs to be taken (i.e. crisis)
* Problem is simple (does not require input from others)
* Culture and reward system support a win/lose environment

When it may be inappropriate to use

* Cooperation from others is important
* Complex problems
* Issue is important to others
* Maintaining good relationships with others is essential

1. ***Accommodating***

Characteristics

* Unassertive
* Cooperative
* Neglects one’s own concerns to satisfy the concerns of others
* Yields to another’s point of view
* Selfless
* The opposite of competing

When it may be appropriate to use

* Issue is more important to others than to you
* Little time for discussion
* Preserving the relationship
* Continued competing would likely damage your cause (i.e. when you are losing)
* Issue is simple (does not require input from others)
* Fostering development of subordinates (i.e. allowing them to experiment)
* Culture and reward system encourage compliance

When it may be inappropriate to use

* Complex problems
* Issue is important to you
* You have unique insight regarding the issue

1. ***Compromising***

Characteristics

* Moderately assertive
* Moderately cooperative
* Goal is to satisfy both parties
* Finding the middle ground (splitting the difference)
* Negotiating
* Between competing and accommodating

When it may be appropriate to use

* Issue is moderately important to everyone
* Little time for discussion
* Back-up to collaborating or when competing fails to be successful
* The value of maintaining the relationship is more important than the outcome
* Culture and reward system encourage quick fixes and immediate results

When it may be inappropriate to use

* Complex issues
* Issue is very important to both parties
* One or both parties are unwilling to give up something to reach middle ground

1. ***Avoiding***

Characteristics

* Unassertive
* Uncooperative
* Does not pursue concerns of other party
* Withdrawals
* Does not deal with the situation
* Opposite of Collaborating

When it may be appropriate to use

* Stress is overwhelming or to reduce tensions and regain perspective
* Low levels of trust
* Issue is not important or other issues are more pressing
* Need for more information before making a decision
* Culture and reward system does not encourage cooperation and teamwork

When it may be inappropriate to use

* Issue is important to you
* Issue needs to be resolved
* Maintaining good relationships with others is essential

1. ***Collaborating***

Characteristics

* Assertive
* Cooperative
* Works with others to find creative solutions
* Attempts to find a solution that benefits everyone
* Opposite of Avoiding

When it may be appropriate to use

* Issue is very important to everyone
* When both sets of concerns are too important to be compromised
* High levels of trust / positive culture
* Complex issue (multiple people are needed to solve the issue)
* Ample time available
* Culture and reward system encourages cooperation and teamwork

When it may be inappropriate to use

* Overwhelming stress
* Low levels of trust / negative culture
* Issue is not very important or critical
* Limited time

**Activity -** *Discuss: what are the advantages and disadvantages of each mode (group discussion).*

*Share your mode with each other.*

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