

Conflict Styles

The Thomas-Kilmann Conflict Mode Instrument (TKI) was developed by Kenneth Thomas and Ralph Kilmann to help people identify their preferred conflict management style. These styles, which vary in their degree of cooperativeness and assertiveness, were categorized into five categories.



Action : Take the quick test below to determine your dominant style. There are no correct answers, so please answer as accurately as possible.

Rate the frequency at which you demonstrate the behavior in a conflict situation on a scale of 1 to 5, where : 1 is rarely, 2 is not often, 3 is sometimes, 4 is often and 5 is very often.

1. _____ I prioritize the needs of others over my own.
2. _____ I suggest individuals consider sacrificing something of lesser importance in order to attain something of greater importance.
3. _____ When conflicts occur, I attempt to maintain a level of detachment.
4. _____ I sometimes withhold my true feelings to avoid causing discomfort to others.
5. _____ When resolving conflict, it is important to fully examine the situation with the other person.
6. _____ I prefer not to admit when I am wrong.
7. _____ I share all of my knowledge in order to find a solution.
8. _____ I aim to find a compromise position that is agreeable to both parties.
9. _____ I seek a compromise as a strategy for resolving conflict.
10. _____ I maintain my stance during a debate.
11. _____ I strive to maintain peace and harmony during arguments or confrontations.
12. _____ I have one viewpoint in an argument.
13. _____ I prefer to avoid getting involved in controversial or contentious issues or discussions.

14. _____ I enjoy being successful when I participate in an argument.
15. _____ I analyze the other person's position for weaknesses.
16. _____ I tend to agree with the opinions of others or the majority.
17. _____ To resolve a conflict, open and honest communication is utilized.
18. _____ When negotiating, it is my goal to obtain at least a portion of what I am requesting.
19. _____ I actively seek methods to ensure the preservation of others' dignity during a disagreement.
20. _____ When conflict arises, I suggest that someone else brings the issue into the open.

Scoring Key

Competitive

Item	Score
6	_____
10	_____
14	_____
15	_____
Total	_____

Accommodating

Item	Score
1	_____
11	_____
16	_____
19	_____
Total	_____

Compromising

Item	Score
2	_____
8	_____
9	_____
18	_____
Total	_____

Avoiding

Item	Score
3	_____
4	_____
13	_____
20	_____
Total	_____

Integrating

Item	Score
5	_____
7	_____
12	_____
17	_____
Total	_____

1. What is your primary conflict style?

2. What is your secondary style?

Take a moment to consider your primary and secondary styles and evaluate their effectiveness in recent conflicts. Record any observations you may have.

Different conflict resolution styles have their own advantages and disadvantages, but the collaborative approach tends to be the most effective. This approach involves finding solutions that benefit everyone involved and avoids a sense of sacrifice or compromise.

This position is characterized by assertiveness and cooperation, making it effective in various situations. It is particularly valuable in maintaining positive working relationships. This style aligns with the Interest-Based Relational (IBR) Approach, which emphasizes respecting individual differences while striving to find solutions that satisfy all parties involved.

This assessment has not been validated and is intended for illustrative purposes only. It is patterned after a skill assessment presented in “Developing Management Skills” by Whetton and Cameron (1995) page 416 and designed with the Thomas-Kilmann model in mind.