

CONFLICT HANDLING STYLE SCORE SHEET

Record your score for each question below. Then add up your score for each column. Your score in each category will range from 4 to 20.

Competing	Collaborating	Avoiding	Accommodating	Compromising
Q. 1:	Q. 5:	Q. 4:	Q. 2:	Q. 3:
Q. 6:	Q. 10:	Q. 9:	Q. 7:	Q. 8:
Q. 11:	Q. 15:	Q. 14:	Q. 12:	Q. 13:
Q. 16:	Q. 20:	Q. 19:	Q. 17:	Q. 18:
Total:	Total:	Total:	Total:	Total:

The category you score highest in is your preferred conflict-handling style. Your next highest score is your secondary style.

Competing: When competing, an individual pursues his or her own concerns at the other person's expense. Competing might mean standing up for your rights, defending a position you believe is correct, or simply trying to win.

Collaborating: When collaborating, an individual attempts to work with the other person to find a solution that fully satisfies the concerns of both. Collaborating might take the form of exploring a disagreement to learn from each other's insights, resolving some condition that otherwise would cause you to compete for resources, or confronting and trying to find a creative solution to a problem.

Avoiding: When avoiding, an individual does not immediately pursue his or her own concerns or those of the other person. He or she does not address the conflict. Avoiding might take the form of diplomatically side-stepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation.

Accommodating: When accommodating, an individual neglects his or her own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person's order when you prefer not to, or yielding to another's point of view.

Compromising: When compromising, the objective is to find an expedient, mutually acceptable solution that partially satisfies both parties. A compromiser gives up more than a competitor but less than an accommodator, and addresses an issue more directly than an avoider but does not explore in as much depth as a collaborator. Compromising might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground solution.

From: Kenneth W. Thomas & Ralph H. Kilmann, Thomas-Kilmann Conflict Mode Instrument, Xicom 2002

