

## What's My Preferred Conflict-Handling Style?

### Instrument

When you differ with someone, how do you respond? Use the following rating scale to record your answers:

- 1 = Practically never
- 2 = Once in a great while
- 3 = Sometimes
- 4 = Fairly often
- 5 = Very often

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|--|---|---|---|---|---|
| 1. I work to come out victorious, no matter what.                      | 1 | 2 | 3 | 4 | 5 |
| 2. I try to put the needs of others above my own.                      | 1 | 2 | 3 | 4 | 5 |
| 3. I look for a mutually satisfactory solution.                        | 1 | 2 | 3 | 4 | 5 |
| 4. I try not to get involved in conflicts.                             | 1 | 2 | 3 | 4 | 5 |
| 5. I strive to investigate issues thoroughly and jointly.              | 1 | 2 | 3 | 4 | 5 |
| 6. I never back away from a good argument.                             | 1 | 2 | 3 | 4 | 5 |
| 7. I strive to foster harmony.   | 1 | 2 | 3 | 4 | 5 |
| 8. I negotiate to get a portion of what I propose.                     | 1 | 2 | 3 | 4 | 5 |
| 9. I avoid open discussions of controversial subjects.                 | 1 | 2 | 3 | 4 | 5 |
| 10. I openly share information with others in resolving disagreements. | 1 | 2 | 3 | 4 | 5 |
| 11. I would rather win than end up compromising.                       | 1 | 2 | 3 | 4 | 5 |
| 12. I go along with the suggestions of others.                         | 1 | 2 | 3 | 4 | 5 |
| 13. I look for a middle ground to resolve disagreements.               | 1 | 2 | 3 | 4 | 5 |
| 14. I keep my true opinions to myself to avoid hard feelings.          | 1 | 2 | 3 | 4 | 5 |
| 15. I encourage the open sharing of concerns and issues.               | 1 | 2 | 3 | 4 | 5 |
| 16. I am reluctant to admit I am wrong.                                |   |   |   |   |   |

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|---|---|---|---|---|---|
| 17. I try to help others avoid losing face in a disagreement. | 1 | 2 | 3 | 4 | 5 |
| 18. I stress the advantages of give-and-take.                 | 1 | 2 | 3 | 4 | 5 |
| 19. I agree early on, rather than argue about a point.        | 1 | 2 | 3 | 4 | 5 |
| 20. I state my position as only one point of view.            | 1 | 2 | 3 | 4 | 5 |

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*Source:* Based on conflict dimensions defined in K.W. Thomas, "conflict and Conflict Management," in M. Dunnette (ed.), *Handbook of Industrial and Organizational Psychology* (Chicago: Rand McNally, 1976), pp. 889-935.

From: Stephen P. Robbins, *Self-Assessment Library: Insights in Your skills, Abilities & Interests*, 2<sup>nd</sup> ed., Pearson Prentice Hall, Upper Saddle River, N.J., 2004.