



Maximizing
Business Performance

Conflict Management Style Assessment

This assessment is designed to help you discover your natural primary and secondary styles of managing conflict.

Instructions: Each statement below gives a possible style for dealing with a conflict. Put a letter value representing **your actual behavior** next to each statement. The letter values are as follows:

A=Always, V=Very often, S=Sometimes, N= Not very often, R= Rarely, if ever.

- ___ 1. I try to bring everyone's concerns out into the open in order to resolve disputes in the best possible way.
- ___ 2. I stand by my solutions to problems.
- ___ 3. I try to reach compromises through negotiation.
- ___ 4. I try to investigate issues with others in order to find solutions that are mutually acceptable.
- ___ 5. I avoid discussing my differences with others.
- ___ 6. I firmly defend my side of the issue.
- ___ 7. I avoid hard feelings by keeping my disagreements with others to myself.
- ___ 8. I accept the recommendations of coworkers.
- ___ 9. I argue my case with coworkers to show the merits of my position.
- ___ 10. I compromise in order to reach solutions.
- ___ 11. I attempt to meet others' expectations.
- ___ 12. I trade important information with others so that problems can be solved together.
- ___ 13. I put forward a compromise position to try to break deadlocks.
- ___ 14. I try to accommodate my coworkers.
- ___ 15. I try to avoid being singled out, and I keep conflict with others to myself.



Conflict Management Style Scoring

A=5, V=4, S=3, N=2, and R=1

1. Add up your responses to statements 3, 10, and 13. ___ + ___ + ___ = ___
2. Add up your responses to statements 2, 6, and 9. ___ + ___ + ___ = ___
3. Add up your responses to statements 8, 11, and 14. ___ + ___ + ___ = ___
4. Add up your responses to statements 1, 4, and 12. ___ + ___ + ___ = ___
5. Add up your responses to statements 5, 7, and 15. ___ + ___ + ___ = ___

Which set of questions scored the highest?

- If you scored the most points for group 1, Compromise is your primary conflict-management style.
- If you scored the most points for group 2, Competition is your primary conflict-management style.
- If you scored the most points for group 3, Accommodation is your primary conflict-management style.
- If you scored the most points for group 4, Collaboration is your primary conflict-management style.
- If you scored the most points for group 5, Avoidance is your primary conflict-management style.

The style for which you scored the second-highest number of points is your natural secondary conflict-management style.

My **primary conflict-management style** is

_____ .

My **secondary conflict-management style** is

_____ .