

## SELF-TEST ON CONFLICT MANAGEMENT STYLES

The following test is designed to help you start thinking about your personal style(s) of dealing with conflicts. Please take the 10-15 minutes necessary to complete the test (scoring and interpretation will be done at the next workshop session). It contains 20 pairs of possible responses to conflict.

You will learn most about your own style if you think of a specific relationship (with child, spouse, work associate, etc.) as you choose the "A" or "B" response for each pair. Your choice will then be based on an experiential understanding of your tendencies. Because you may respond to a conflict at work in a way that is very different from your response to a domestic conflict, you may want to take the test several times to discover your styles in different contexts.

In some pairs, neither "A" nor "B" may seem very appropriate; nevertheless, try to choose your more likely response.

1. A. Differences are not always worth worrying about.  
B. I make an effort to get my way.
2. A. I try to find a compromise solution.  
B. I may sacrifice my own wishes for the wishes of another.
3. A. I try to win my position.  
B. Sometimes I let others take responsibility for solving the problem.
4. A. I try to do what is necessary to avoid tension.  
B. I seek other's help in working out a solution.
5. A. I give up some points in exchange for others.  
B. I assert my wishes.
6. A. I try to not hurt the other's feelings.  
B. I attempt to deal with all of her and my concerns.
7. A. I offer rewards so the other will comply with my wishes.  
B. I assume that in a conflict all parties may be able to come out winners.

8. A. I ask for more than I expect to get.  
B. If it makes him happy, I let him maintain his views.
9. A. I try to surface all her concerns.  
B. I sometimes avoid taking a position which would create controversy.
10. A. I propose a middle ground.  
B. I seek other's help in working out a solution.
11. A. I use whatever authority I have to convince the other of my position.  
B. I try to find a fair combination of gains and losses for both of us.
12. A. I try to avoid creating unpleasantness.  
B. I try to soothe other's feelings and preserve the relationship.
13. A. In conflict, everybody comes out with something, though not all that was expected.  
B. I am concerned with satisfying all our wishes.
14. A. I don't let others abuse my rights.  
B. In a conflict, I may sacrifice my wishes for those of another.
15. A. I try to postpone the issue until I have time to think it over carefully.  
B. If it means more to the other, I let him maintain his position.
16. A. I invite the other to join with me to deal with the differences between us.  
B. I assert my rights.
17. A. I will make an effort to go along with what the other wants.  
B. I attempt to get all concerns and issues out in the open.
18. A. Differences are not always worth worrying about.  
B. In a conflict, everyone should get part of what they want.
19. A. To keep peace, I will sacrifice my wishes for those of the other.  
B. It's more important to be right, than to be friendly.
20. A. I try to do whatever necessary to avoid tension.  
B. I assume each of us must give up something for the good of whole.



## SCORING AND INTERPRETATION SELF-TEST ON CONFLICT MANAGEMENT STYLES

In each of the 20 situations, circle the letter you chose, "A" or "B". In the score column at the bottom of the chart, total the number of letters circled.

Then, note the name of the style in the column in which you had the highest number of circled choices.

In the chart at the bottom of this column, write the name of the style (e.g., accommodate) in which you had the highest score and write that in the style column on the "1st" line. Write the number of responses in the "score" column. Repeat that process for each of the styles.

See next page for interpretation of scores.

ORDER OF YOUR STYLE PREFERENCES		
CHOICE	STYLE	SCORE
1st		
2nd		
3rd		
4th		
5th		

SITUATIONS	YOUR RESPONSE CHOICES				
#1	A	B			
#2			B		A
#3	B	A			
#4	A			B	
#5		B			A
#6			A	B	
#7		A		B	
#8			B		A
#9	B			A	
#10				B	A
#11		A			B
#12	A		B		
#13				B	A
#14		A	B		
#15	A		B		
#16		B		A	
#17			A	B	
#18	A				B
#19		B	A		
#20	A				B
SCORES					
	AVOID	PERSUADE	ACCOMMODATE	CONCILIATE	NEGOTIATE
CONFLICT STYLES					

## INTERPRETATION

These scores indicate the styles with which you are most and least comfortable. No test score should be thought of as bad or inferior. No style is always appropriate or inappropriate, it depends on the situation. The lower your score, the less likely you are to choose that particular style. A difference of 3 or more between scores indicates a tendency to favor the higher-scored style.

While each style can be appropriate in the right situation, people sometimes get stuck in one or two styles that worked for them in their "golden days" (e.g., a childish pattern of trying to win over parents, or a 40-year old who still lives for his football days who may be stuck in a compelling style).

The important thing to realize is that we can learn to use each of the styles. In the midst of a conflict we have the power to choose the style that will be most effective. We believe that conciliation is the optimal style for maximizing healthy relationships or for bringing about lasting reconciliation, given the right circumstances. Conciliation is underutilized by most people. We would encourage you to learn more about the style, if you do not already use it frequently.