**Task 5. To learn conflict handling styles. Do the Thomas-Kilmann Conflict Mode Questionnaire and write an essay basing on your results.**

**THOMAS-KILMANN CONFLICT MODE QUESTIONNAIRE**

Consider situations in which you find your wishes differing from those of another person. How do you usually respond to such situations? On the following pages are several pairs of statements describing possible behavioral responses. For each pair, please circle the "A" or "B" statement which is most characteristic of your own behavior. In many cases, neither the "A" nor the "B" statement may be very typical of your behavior, but please select the response which you would be more likely to use.

|  |  |
| --- | --- |
|  | A There are times when I let others take responsibility for solving the problem. |
| B Rather than negotiate the issue on which we disagree, I try to stress those things upon which we both agree. |
|  | A I try to find a compromise solution. |
| B I attempt to deal with all of his or her and my concerns. |
|  | A I am usually firm in pursuing my goals. |
| B I might try to soothe other’s feelings and preserve our relationship. |
|  | A I try to find a compromise solution. |
| B I sometimes sacrifice my own wishes for the wishes of the other person. |
|  | A I consistently seek other’s help in working out a solution. |
| B I try to do what is necessary to avoid useless tension. |
|  | A I try to avoid creating unpleasantness for myself. |
| B I try to win my position. |
|  | A I try to postpone the issue until I have had some time to think it over. |
| B I give up some points in exchange for others. |
|  | A I am usually firm in pursuing my goals. |
| B I attempt to get all concerns and issues immediately out in the open. |
|  | A I feel that differences are not always worth worrying about. |
| B I make some effort to get my way. |
|  | A I am firm in pursuing my goals. |
| B I try to find a compromise solution. |
|  | A I attempt to get all concerns and issues immediately out in the open. |
| B I might try to soothe the other’s feelings and preserve our relationship. |
|  | A I sometimes avoid taking positions that would create controversy. |
| B I will let the other person have some of his or her position if the other person will let me have some of mine. |
|  | A I propose a middle ground. |
| B I press to get my point made. |
|  | A I tell the other person my ideas and ask for his or her ideas. |
| B I try to show the other person the logic and benefits of my position. |
|  | A I might try to soothe the other’s feelings and preserve our relationship. |
| B I try to do what is necessary to avoid tension. |
|  | A I try not to hurt the other person’s feelings. |
| B I try to convince the other person of the merits of my position. |
|  | A I am usually firm in pursuing my goals. |
| B I try to do what is necessary to avoid useless tension. |
|  | A If it makes the other person happy, I might let him or her maintain his or her views. |
| B I will let the other person have some of his or her position if the other person will let me have some of mine. |
|  | A I attempt to get all concerns and issues immediately out in the open. |
| B I try to postpone the issue until I have had time to think it over. |
|  | A I attempt to immediately work through our differences. |
| B I try to find a fair combination of gains and losses for both of us. |
|  | A In approaching negotiation, I try to be considerate of the other person’s wishes. |
| B I always lean toward a direct discussion of the problem. |
|  | A I try to find a position that is intermediate between the other person’s and mine. |
| B I assert my wishes. |
|  | A I am very often concerned with satisfying all our wishes. |
| B There are times when I let others take responsibility for solving the problem. |
|  | A If the other’s position seems very important to him or her, I try to meet his or her wishes. |
| B I try to get the other person to settle for a compromise. |
|  | A I try to show the other person the logic and benefits of my position. |
| B In approaching negotiation, I try to be considerate of the other person’s wishes. |
|  | A I propose middle ground. |
| B I am nearly always concerned with satisfying all our needs. |
|  | A I sometimes avoid taking positions that would create controversy. |
| B If it makes the other person happy, I might let him or her maintain his or her views. |
|  | A I am usually firm in pursuing my goals. |
| B I usually seek the other’s help in working out a solution. |
|  | A I propose a middle ground. |
| B I feel differences are not always worth worrying about. |
|  | A I try not to hurt the other’s feelings. |
| B I always share the problem with the other person so that we can work it out. |

**SCORING THE THOMAS-KILMANN CONFLICT MODE QUESTIONNAIRE**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **№** | **Competing** | **Collaborating** | **Compromising** | **Avoiding** | **Accommodating** |
|  |  |  |  | А | B |
|  |  | B | А |  |  |
|  | А |  |  |  | B |
|  |  |  | А |  | B |
|  |  | A |  | B |  |
|  | B |  |  | А |  |
|  |  |  | B | А |  |
|  | А | B |  |  |  |
|  | B |  |  | А |  |
|  | А |  | B |  |  |
|  | А |  |  |  | B |
|  |  |  |  | B | А |
|  | B |  | А |  |  |
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|  |  |  | B |  | А |
|  | А |  |  |  | B |
|  |  | B | А |  |  |
|  |  |  |  | А | B |
|  | А | B |  |  |  |
|  |  |  | А | B |  |
|  |  | B |  |  | А |

Your profile of scores indicates the repertoire of conflict handling skills that you possess and use in conflict situations. Interpreting Your Scores One of the most often asked questions is "What are the right answers?" In this type of test, there are no "right" answers. All five modes of handling conflict are useful in various situations, and each represents a set of useful social skills. Listed below examples: § *Collaboration*: "Two heads are better than one." *§ Accommodation*: "Kill your enemies with kindness." § *Compromising*: "Split the difference." § *Avoiding*: "Leave well enough alone." § *Competing*: "Might makes right."

**Write an essay** (up to 2000 characters) basing on your results and answer next question:

1) Explain how 5 conflict handling styles are corresponding with two dimensions – **Assertiveness** (the degree to which you try to satisfy your own needs during conflict) and **Cooperativeness** (how much you try to satisfy the other person’s concerns during conflict).

2) Consider the pros and cons of each style.

3) Give examples of 5 situations where each of styles is the best way of behavior.