THOMAS KILMAN CONFLICT MODE INSTRUMENT

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INSTRUCTIONS

Consider situations where 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 behavior.

In many cases, neither the A nor the B statement may be very typical of your behavior, but please select the response that you would be more likely to use.

1.	A	There are times when I let others take responsibility for solving the problem.
	B	Rather than negotiate the things on which we disagree, I try to stress the things upon which we both agree.
2.	A	I try to find a compromise situation.
	B	I attempt to deal with all of his and my concerns.
3.	A	I am usually firm in pursuing my goals.
	B	I might try to soothe the other's feelings and preserve our relationship.
4.	A	I try to find a compromise solution.
	B	I sometimes sacrifice my own wishes for the wishes of the other person.
5.	A	I consistently seek the other's help to work out a solution.
	B	I try to do what is necessary to avoid useless tensions.
6.	A	I try to avoid creating unpleasantness for myself.
	B	I try to win my position.
7.	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.
8.	A	I am usually firm in pursuing my goals.
	B	I attempt to get all concerns and issues immediately out I the open.
9.	A	I feel that differences are not always worth worrying about.
	B	I make some effort to get my way.
10.	A	I am firm in pursuing my goals.
	B	I try to find a compromise solution.
11.	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.
12.	A	I sometimes avoid taking positions which would create controversy.
	B	I will let the have some of his positions if he lets me have some of mine.
13.	A	I propose a middle ground.
	B	I press to get my points made.
14.	A	I tell him my ideas and ask him for his.
	B	I try to show him the logic and benefits of my position.
15.	A	I might try to soothe the other's feelings and preserve our relationship.
	B	I try to do what is necessary to avoid tensions.
16.	A	I try not to hurt the other's feelings.
	B	I try to convince the other person of the merits of my position.
17.	A	I am usually firm in pursuing my goals.
	B	I will let him have some of his positions if he lets me have some of mine.
18.	A	If it makes the other person happy, I might let him maintain his views.
	B	I will let him have some of his positions if he lets me have some of mine.
19.	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 some time to think it over.
20.	A	I attempt to immediately work through our differences.
	B	I try to find a fair combination of gains and losses for.
21.	A	I approaching negotiations, I try to be considerate of the other person's wishes.
	B	I always lean toward a direct discussion of the problem.
22.	A	I try to find a position that is intermediate between his and mine.
	B	I assert my wishes.
23.	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.
24.	A	If the other's position seems very important to him, I would try to meet his wishes.

	B	I try to get him to settle for a compromise.
25.	A	I try to show him the logic and benefits of my position.
	B	In approaching negotiations, I try to be considerate of the other person's wishes.
26.	A	I propose a middle ground.
	B	I am nearly always concerned with satisfying all our wishes.
27.	A	I sometimes avoid taking positions that would create controversy.
	B	If it makes the other person happy, I might let him maintain his views.
28.	A	I am usually firm in pursuing my goals.
	B	I usually seek the other's help to work out a solution.
29.	A	I propose a middle ground.
	B	I feel that differences are not always worth worrying about.
30.	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.

Marko Majkić – Team Coaching

Scoring

Circle the letters below which correspond to the letter your circled on each item of the questionnaire and then total the number of items circled in each column.

	Competing (forcing)	Collaborating (problem-solving)	Compromising (sharing)	Avoiding (withdrawal)	Accommodating (soothing)
1.	-	-	-	A	B
2.	-	B	A	-	-
3.	A	-	-	-	B
4.	-	-	A	-	B
5.	-	A	-	B	-
6.	B	-	-	A	-
7.	-	-	B	A	-
8.	A	B	-	-	-
9.	B	-	-	A	-
10.	A	-	B	-	-
11.	-	A	-	-	B
12.	-	-	B	A	-
13.	B	-	A	-	-
14.	B	A	-	-	-
15.	-	-	-	B	A
16.	B	-	-	-	A
17.	A	-	-	B	-
18.	-	-	B	-	A
19.	-	A	-	B	-
20.	-	A	B	-	-
21.	-	B	-	-	A
22.	B	-	A	B	-
23.	-	A	-	B	-

24.	-	-	B	-	A
25.	A	-	-	-	B
26.	-	B	A	-	-
27.	-	-	-	A	B
28.	A	B	-	-	-
29.	-	-	A	B	-
30.	-	B	-	-	A
Score					
	Competing	Collaborating	Compromising	Avoiding	Accommodating

GRAPHING YOUR PROFILE SCORES

Your profile of scores indicates the repertoire of conflict-handling skills that you, as an individual, use in the kinds of conflict situations you face. Your score profile can be graphed on the next page entitled, "Your Scores on the Thomas-Kilman Conflict Mode Instrument."

The five modes are represented by the five columns labeled "competing", "collaborating", and so on. In the column under each model label is the range of possible scores on that mode --- from 0 (for every low use) to 12 (for very high use). Circle your own scores on each of the five modes.

Each possible score is graphed in relation to the scores of managers who have already taken the Thomas-Kilman Conflict Mode Instrument. The horizontal lines represent percentiles – the percentage of people who have scored at or below a given number. If you had scored some number above the "80%" line of competing, for example, that would mean that you had scored higher than 80% of the people who have taken the Thomas Kilmann Conflict Mode Instrument – that you were in the top 20% in competition.

The double lines (at the 25th and 75th percentiles) separate the middle 50% of the scores on each mode from the top 25% and the bottom 25%. In general, if your score falls somewhere within the middle 50% on a given mode, you are close to the average in your use of that mode. If your score falls outside that range, then your use of that mode is somewhat higher or lower than most of the people who have taken the instrument. Remember that extreme scores are not necessarily bad, however, since your situation may require high or low use of a given conflict-handling mode.

YOUR SCORES ON THE THOMAS-KILMANN CONFLICT MODE INSTRUMENT

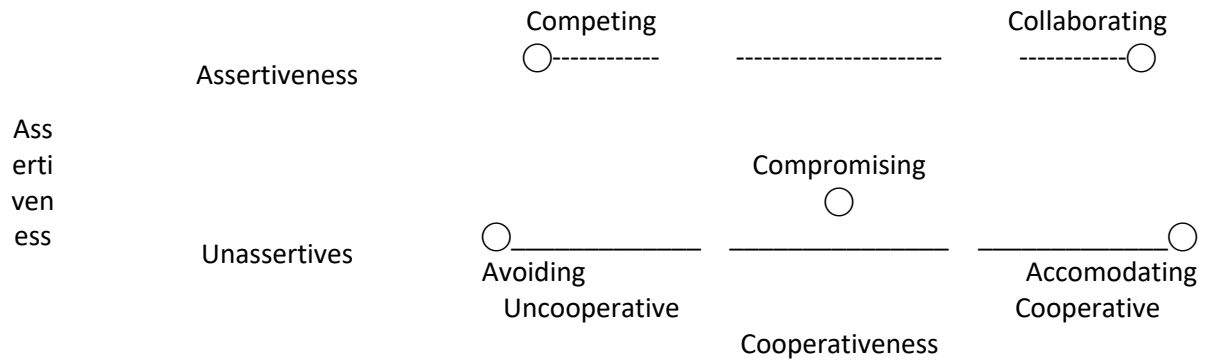|		Competing	Collaborating	Compromising	Avoiding	Accommodation	
	100%	---	---	---	---	---	100%
		12		12	12	12	
High		11			11	11	
25%			12	11	10	10	
	90%	---	---	---	---	---	90%
		9	10		8	7	
	80%	---	---	---	---	---	80%
===	===	===	=9=	===	===	=6=	===
	70%	-7-	---	---	---	---	70%
	60%	---	---	---	---	---	60%
		6					
			8			5	
				7	6		
Middle	50%	---	---	---	---	---	50%
50%		5	7				
	40%	---	---	---	---	---	40%
				6		4	
		4			5		
	30%	---	---	---	---	---	30%
			6	5			
===	===	===	===	===	===	===	===
		3			4	3	
	20%	---	---	---	---	---	20%
			5	4			
		2			3		
Low	10%	---	---	---	---	---	10%
25%			4				
			3	3			
		1	2	2	2	2	
			1	1	1	1	
		0	0	0	0	0	
	0%	---	---	---	---	---	

Scores are graphed in relation to the scores of the practicing managers at middle and upper levels in business and government organizations.

INTERPRETING YOUR SCORES ON THE THOMAS-KILMANN CONFLICT MODE INSTRUMENT

The Five Conflict Handling Modes

The Thomas-Kilmann Conflict Mode Instrument is designed to assess and individual's behavior in conflict situations. "Conflict Situations@ are the situations in which the concerns of two people appear to be incompatible. In such situation, we can describe a person's behavior along two basic dimensions: (1) assertiveness, the extent to which the individual attempts to satisfy his own concerns, and (2) cooperativeness, the extent to which the individual attempts to satisfy the other

person's concerns. These two basis dimensions of behavior can be used to define five specific methods of dealing with conflicts. These five "conflict-handling modes" are shown below:

```
                              Competing                        Collaborating
                                 ◯-----------    ----------------------    -----------◯
        Assertiveness

Ass
erti                                                Compromising
ven                                                     ◯
ess
                                 ◯_____    _____    _____◯
        Unassertives
                              Avoiding                              Accomodating
                              Uncooperative                         Cooperative
                                               Cooperativeness
```

Competing (High Assertiveness, Low Cooperativeness):
This mode involves pursuing one's own goals at the expense of others, making it useful when quick, decisive action is necessary, such as in high-stakes or urgent situations. It can be seen in a "win-lose" approach, where the individual prioritizes their own viewpoint without considering the team. In Agile environments, competing may occur when a leader needs to make a tough decision quickly. However, overuse of this mode can lead to resentment or long-term damage to relationships. It's best suited for situations where a clear directive or firm control is required.

Collaborating (High Assertiveness, High Cooperativeness):
Collaboration focuses on finding a win-win solution by addressing both parties' needs and working together to solve the problem. This mode fosters open communication and can build stronger relationships since everyone's input is valued. In Agile, collaboration is ideal for resolving complex issues, aligning team members, or when innovation is needed to meet project goals. Though time-consuming, it often leads to better long-term solutions and team cohesion. It is particularly effective in retrospectives and problem-solving sessions.

Compromising (Moderate Assertiveness, Moderate Cooperativeness):
Compromising seeks to find a middle ground, where both parties give up something to reach a mutually acceptable solution. It's pragmatic when time is limited or when the conflict is of moderate importance, making it useful in situations where quick resolution is needed. Agile teams might use this mode to resolve prioritization issues during sprint planning. While faster than collaboration, it can leave both parties partially unsatisfied. It works best when the goal is to achieve temporary solutions or when the stakes aren't too high.

Avoiding (Low Assertiveness, Low Cooperativeness):
Avoiding involves stepping away from the conflict, postponing it, or ignoring it altogether, which can be useful if the issue is trivial or the timing isn't right to address it. This mode can help reduce immediate tension but risks letting conflicts fester, leading to larger issues over time. In Agile, avoiding can happen when teams sidestep interpersonal conflicts, hoping they resolve on their own. However, excessive avoidance can harm productivity and team dynamics. It works best when emotions are running high and time is needed for tempers to cool.

Accommodating (Low Assertiveness, High Cooperativeness):
Accommodating means prioritizing the needs of others over your own, which can preserve harmony but may lead to personal dissatisfaction. This mode is effective when maintaining relationships is more important than winning a particular issue or when the other party's solution is better. Agile team members may accommodate during sprint discussions if they believe the team will benefit from another's suggestion. While it can promote goodwill, overuse of accommodating can lead to feelings of being undervalued. It's best for situations where maintaining peace is the priority or when the conflict is of low importance to the accommodator.