



# GENESIS CONSULTING SERVICES

NAME: \_\_\_\_\_

DATE: \_\_\_\_\_

## *Conflict Style Assessment*

Adapted from: *Mastering Human Relations*, 3rd Ed. by Falikowski, 2002 Pearson Education

Instructions: Listed below are 15 statements.

Please give each statement a number according to how you respond to each situation.

(1 = Always, 2 = Very often, 3 = Sometimes, 4 = Not very often, 5 = Rarely, if ever)

- a. I argue my side with peers, family, and teachers to prove that I am right.
- b. I try to negotiate finding a middle ground when I have a problem with someone.
- c. I try to meet the expectations of others.
- d. I investigate issues with others in order to find solutions that we both feel comfortable with.
- e. I dig my heels (i.e. stubborn) in when it comes to defending my side of the issue.
- f. I try to keep my problems to myself.
- g. I follow through with my solutions to problems, I keep my promises.
- h. I compromise (find a middle ground) in order to reach solutions.
- i. When I have a problem with someone, I tell them why and give them important information so that we can solve problems together.
- j. I don't discuss my differences/my opinions with others.
- k. I try to do what my peers and parents want me to do.
- l. I try to bring everyone's concerns/issues out into the open in order to resolve problems.
- m. I provide middle-ground ideas to help resolve the problem.
- n. I accept the recommendations of parents, peers, and siblings.
- o. I try not to get other people mad by keeping my disagreements to myself.

Scoring: The 15 statements you just read are listed below under five categories. Each category contains the letters of three statements. Record the number you placed next to each statement.

S T Y L E				T O T A L
Competing Shark/Forcing Shark	a. ____	e. ____	g. ____	
Collaborative Owl	d. ____	i. ____	l. ____	
Avoiding Turtle	f. ____	j. ____	o. ____	
Accommodating Teddy Bear	c. ____	k. ____	n. ____	
Compromising Fox	b. ____	h. ____	m. ____	

Results: My dominant style is \_\_\_\_\_ (**lowest score**)

My backup style is \_\_\_\_\_ (next lowest score)

## *Understanding Your Conflict Style*

### **THE COMPETING/FORCING SHARK**

*Highly Goal-Oriented*

- Does not hesitate to use aggressive behavior to resolve conflicts
- Can be authoritative, uncooperative, threatening, and intimidating
- Need to win, others must lose, creating win-lose situations

*Appropriate times to use a Shark Style:*

- When conflict involves personal differences that are difficult to change
- When others are likely to take advantage of noncompetitive behavior
- When conflict resolution is urgent; when decision is vital in crisis

### **THE AVOIDING TURTLE**

*Adopts an avoiding or withdrawing conflict management style*

- Would rather hide and ignore conflict than resolve it
- Tend to give up personal goals and display passive behavior; creating lose-lose situations

- Conflicts remains unresolved, overuse of the style leads to others walking over them

*Appropriate times to use a Turtle Style:*

- When stakes are not high or issue is trivial
- When confrontation will hurt a working relationship
- When gathering information is more important than an immediate decision

## **THE ACCOMMODATING TEDDY BEAR**

*Uses a smoothing or accommodating conflict management style with emphasis on human relationships.*

- Ignores own goals and resolves conflict by giving into others
- Giving in may not be productive; may be taken advantage of
- Accommodating maintains relationships

*Appropriate times to use a Teddy Bear Style:*

- When suggestions/changes are not important to the accommodator
- When minimizing losses in situations where outmatched or losing
- When time is limited or when harmony and stability are valued

## **THE COMPROMISING FOX**

*Assertive and cooperative-result is either win-lose or lose-lose*

- Willing to sacrifice some of their goals while persuading others to give up part of theirs
- Compromise may create less than ideal outcome and game playing can result
- Relationships are maintained and conflicts are removed

*Appropriate times to use a Fox Style:*

- When important/complex issues leave no clear or simple solutions
- When all conflicting people are equal power and have strong interests in different solutions
- When there are no time restraints

## **THE COLLABORATING OWL**

*Uses a collaborating or problem conflict management style valuing goals and relationships.*

- Views conflicts as problems to be solved finding solutions agreeable to all. (win-win)

- Both sides get what they want and negative feelings are eliminated
- Collaborating takes a great deal of time and effort

*Appropriate times to use an Owl Style:*

- When time is not a concern
- When peer conflict is involved
- When trying to gain commitment through consensus building
- When learning and trying to merge differing perspectives