

Exercise One

Conflict Styles Questionnaire

Each question contains two statements that describe how people deal with conflict. Distribute five points between the two statements for each question. The statement more like the way you would respond should receive the higher number of points.

For example, if reaction A strongly describes your behavior:

5 A.
0 B.

However, if A and B are both characteristic, but B is a little more characteristic of your behavior than A:

2 A.
3 B.

1. ___ A. I am most comfortable letting others take responsibility for solving a problem.
___ B. Rather than negotiate differences, I stress those points upon which agreement is obvious.
2. ___ A. I pride myself in finding compromise solutions.
___ B. I examine all the issues involved in any disagreement.
3. ___ A. I usually persist in pursuing my side of an issue.
___ B. I prefer to soothe others' feelings and preserve relationships.
4. ___ A. I pride myself in finding compromise solutions.
___ B. I usually sacrifice my wishes for the wishes of a colleague.
5. ___ A. I consistently seek a colleague's help in solution-finding.
___ B. I do whatever is necessary to avoid tension.
6. ___ A. As a rule, I avoid dealing with conflict.
___ B. I defend my position and push my views.
7. ___ A. I postpone dealing with conflict until I have had some time to think it over.
___ B. I am willing to give up some points if others give up some too.
8. ___ A. I use my influence to have my views accepted.
___ B. I attempt to get all concerns and issues immediately out in the open.

9. ___ A. I feel that most differences are not worth worrying about.
___ B. I make a strong effort to get my way on issues I care about.
10. ___ A. Occasionally I use my authority or technical knowledge to get my way.
___ B. I prefer compromise solution to problems.
11. ___ A. I believe that a group can reach a better solution than any one person can working independently.
___ B. I often defer to the wishes of others.
12. ___ A. I usually avoid taking positions that would create controversy.
___ B. I'm willing to give a little if a colleague will give a little, too.
13. ___ A. I generally propose middle ground as a solution.
___ B. I consistently press to "sell" my viewpoint.
14. ___ A. I prefer to hear everyone's side of an issue before making judgement.
___ B. I demonstrate the logic and benefits of my position.
15. ___ A. I would rather give in than argue about trivialities.
___ B. I avoid being "put on the spot".
16. ___ A. I refuse to hurt a colleague's feelings.
___ B. I will defend my rights as a group member.
17. ___ A. I am usually firm in pursuing my point of view.
___ B. I'll walk away from disagreements before someone gets hurt.
18. ___ A. If it makes colleagues happy, I will agree with them.
___ B. I believe that give-and-take is the best way to resolve my disagreement.
19. ___ A. I prefer to have everyone involved in a conflict generate alternatives together.
___ B. When the group is discussing a serious problem, I usually keep quiet.
20. ___ A. I would rather openly resolve conflict than conceal differences.
___ B. I seek ways to balance gains and losses for equitable solutions.
21. ___ A. I problem solving, I am usually considerate of colleague's viewpoints.
___ B. I prefer a direct and objective discussion of any disagreement.

22. ___ A. I seek solutions that meet some of everyone's needs.
___ B. I will argue as long as necessary to get my position heard.
23. ___ A. I like to assess the problem and identify a mutually agreeable solution.
___ B. When people challenge my position, I simply ignore them.
24. ___ A. If colleagues feel strongly about a position, I defer to it even if I don't agree.
___ B. I am willing to settle for a compromise solution.
25. ___ A. I am very persuasive when I have to be to win in a conflict situation.
___ B. I believe in the saying, "Kill your enemies with kindness".
26. ___ A. I will bargain with colleagues in an effort to manager disagreement.
___ B. I listen attentively before expressing my views.
27. ___ A. I avoid taking controversial positions.
___ B. I'm willing to give up my position for the benefit of the group.
28. ___ A. I enjoy competitive situations and "play" hard to win.
___ B. Whenever possible, I seek out knowledgeable colleagues to help resolve disagreements.
29. ___ A. I will surrender some of my demands, but I have to get something in return.
___ B. I don't like to air differences and usually keep my concerns to myself.
30. ___ A. I generally avoid hurting a colleague's feelings.
___ B. When a colleague and I disagree, I prefer to bring the issue out into the open so we can discuss it.