CONFLICT STYLE QUESTIONNAIRE

For each item, select the statement that BEST represents how you would respond in that situation. What statement is MOST characteristic of your own behavior? In many cases, neither A nor B may be very typical of your behavior, however, 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 those things on which we both agree.

2. A. I try to find a compromise.
   B. I attempt to deal with all of his/her and my own concerns.

3. A. I am usually firm in pursuing my own 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 in working 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 own goals.
   B. I attempt to get all concerns and issues immediately out in 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 own 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 that would create controversy.
    B. I let the other person have some positions if s/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 the other person my ideas and ask for his/hers.
    B. I try to show the other person 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 person’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 try to do what is necessary to avoid useless tensions.

18. A. If it makes other people happy, I might let them maintain their views.
   B. I will let other people have some of their positions if they let 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 both of us.

21. A. In approaching negotiations, I try to be considerate of the other person’s wishes.
    B. I always lead toward a direct discussion of the problem.

22. A. I try to find a position that is intermediate between our two.
    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/her, I would try to meet his or her wishes.
    B. I try to get the other person to settle for a compromise.

25. A. I try to show the other person 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 other people happy, I might let them maintain their views.

28. A. I am usually firm in pursuing my goals.
    B. I usually seek the other’s help in working 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.
<table>
<thead>
<tr>
<th>Question</th>
<th>Competing</th>
<th>Collaborating</th>
<th>Compromising</th>
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<td><strong>TOTAL</strong></td>
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<td>COLLABORATING</td>
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<td>ACCOMODATING</td>
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Shark  Owl  Fox  Turtle  Teddy Bear
What does your conflict style say about you?

The Turtle (AVOIDING)
Turtles adopt an avoiding or withdrawing conflict management style
Turtles would rather hide and ignore conflict than resolve it; this leads them uncooperative and unassertive
Turtles tend to give up personal goals and display passive behavior creating lose-lose situations
Advantage: May help to maintain relationships that would be hurt by conflict resolution
Disadvantage: Conflicts remain unresolved, overuse of the style leads to others walking over them
Appropriate times to use a Turtle Style:
  - when the stakes are not high or issue is trivial
  - when confrontation will hurt a working relationship
  - when there is little chance of satisfying your wants
  - when disruption outweighs benefit of conflict resolution
  - when gathering information is more important than an immediate decision
  - when others can more effectively resolve the conflict
  - when time constraints demand a delay

The Shark (COMPETING)
Sharks use a forcing or competing conflict management style
Sharks are highly goal-oriented
Relationships take on a lower priority
Sharks do not hesitate to use aggressive behavior to resolve conflicts
Sharks can be autocratic, authoritative, and uncooperative; threatening and intimidating
Sharks have a need to win; therefore others must lose, creating win-lose situations
Advantage: If the shark's decision is correct, a better decision without compromise can result
Disadvantage: May breed hostility and resentment toward the person using it
Appropriate times to use a Shark style
  - when conflict involves personal differences that are difficult to change
  - when fostering intimate or supportive relationships is not critical
  - when others are likely to take advantage of noncompetitive behavior
  - when conflict resolution is urgent; when decision is vital in crisis
  - when unpopular decisions need to be implemented

The Teddy Bear (ACCOMMODATING)
Teddy bears use a smoothing or accommodating conflict management style with emphasis on human relationships
Teddy bears ignore their own goals and resolve conflict by giving into others; unassertive and cooperative creating a win-lose (bear is loser) situation
Advantage: Accommodating maintains relationships
Disadvantage: Giving in may not be productive, bear may be taken advantage of
Appropriate times to use a Teddy Bear Style
  - when maintaining the relationship outweighs other considerations
  - 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 Fox (COMPROMISING)
Foxes use a compromising conflict management style; concern is for goals and relationships
Foxes are willing to sacrifice some of their goals while persuading others to give up part of theirs
Compromise is assertive and cooperative-result is either win-lose or lose-lose
Advantage: relationships are maintained and conflicts are removed
Disadvantage: compromise may create less than ideal outcome and game playing can result
Appropriate times to use a Fox Style
  when important/complex issues leave no clear or simple solutions
  when all conflicting people are equal in power and have strong interests in different solutions
  when their are no time restraints

The Owl (COLLABORATING)
Owls use a collaborating or problem confronting conflict management style valuing their goals and relationships
Owls view conflicts as problems to be solved finding solutions agreeable to all sides (win-win)
Advantage: both sides get what they want and negative feelings eliminated
Disadvantage: takes a great deal of time and effort
Appropriate times to use an Owl Style
  when maintaining relationships is important
  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

Adapted from: Mastering Human Relations, 3rd Ed. by A. Falikowski 2002 Pearson Education http://www.pearsoned.ca
By yourself or with others of your (animal) pod, create a list of positive and negative attributes you bring to any situation.

Example:

<table>
<thead>
<tr>
<th>Positives</th>
<th>Negatives</th>
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<tbody>
<tr>
<td>Mediators</td>
<td>Lets things foster</td>
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<td>Value people &amp;</td>
<td>May not voice opinion</td>
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<tr>
<td>relationships</td>
<td>May not be goal oriented</td>
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<td>Nurturing listener</td>
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Teddy Bears