

Conflict-Management Style Survey

Name _____

Date _____

Instructions: Choose a single frame of reference for answering all fifteen items (e.g., work-related conflicts, family conflicts, or social conflicts) and keep that frame of reference in mind when answering the items.

Allocate 10 points among the four alternative answers given for each of the fifteen items below.

Example: When the people I supervise become involved in a personal conflict, I usually:

Intervene to settle the dispute.	Call a meeting to talk over the problem.	Offer to help if I can.	Ignore the problem.
_____ 3 _____	_____ 6 _____	_____ 1 _____	_____ 0 _____

Be certain that your answers add up to 10.

1. When someone *I care about* is actively hostile toward me, i.e., yelling, threatening, abusive, tc., I tend to:

Respond in a hostile manner.	Try to persuade the person to give up his/her actively hostile behavior.	Stay and listen as long as possible.	Walk away.
_____	_____	_____	_____

2. When someone *who is relatively unimportant to me* is actively hostile toward me, i.e., yelling, threatening, abusive, etc., I tend to:

Respond in a hostile manner.	Try to persuade the person to give up his/her actively hostile behavior.	Stay and listen as long as possible.	Walk away.
_____	_____	_____	_____

Adapted from "Conflict-Management Style Survey," by Marc Robert in *The 1982 Annual for Facilitators, Trainers, and Consultants*, edited by J.W. Pfeiffer and L.D. Goodstein, 1982, Pfeiffer, San Francisco, CA.

3. When I observe people in conflicts in which anger, threats, hostility, and strong opinions are present, I tend to:

Become involved and take a position.

Attempt to mediate.

Observe to see what happens.

Leave as quickly as possible.

4. When I perceive another person as meeting his/her needs at my expense, I am apt to:

Work to do anything I can to change that person

Rely on persuasion and “facts” when attempting to have that person change

Work hard at changing how I relate to that person.

Accept the situation as it is.

5. When involved in an interpersonal dispute, my general pattern is to:

Draw the other person into seeing the problem as I do.

Examine the issues between us as logically as possible.

Look hard for a workable compromise.

Let time take its course and let the problem work itself out.

6. The quality that I value the most in dealing with conflict would be:

Emotional strength and security.

Intelligence.

Love and openness.

Patience.

7. Following a serious altercation with someone I care for deeply, I:

Strongly desire to go back and settle things my way.

Want to go back and work it out—whatever give and take is necessary.

Worry about it a lot but not plan to initiate further contact.

Let it lie and not plan to initiate further contact.

8. When I see a serious conflict developing between two people *I care about*, I tend to:

Express my
disappointment that
this had to happen.

Attempt to persuade
them to resolve their
differences.

Watch to see
what develops.

Leave the scene.

9. When I see a serious conflict developing between two people who are *relatively unimportant to me*, I tend to:

Express my
disappointment that
this had to happen.

Attempt to persuade
them to resolve their
differences.

Watch to see
what develops.

Leave the scene.

10. The feedback that I receive from most people about how I behave when faced with conflict and opposition indicates that I:

Try hard to
get my way.

Try to work out
differences cooperatively.

Am easygoing
and take a soft
or conciliatory
position.

Usually avoid the
conflict.

11. When communicating with someone with whom I am having a serious conflict, I:

Try to overpower
the other person
with my speech.

Talk a little bit more
than I listen.

Am an active
listener (feeding
back words and
feelings).

Am a passive
listener (agreeing
and apologizing).

12. When involved in an unpleasant conflict, I:

Use humor with
the other party.

Make an occasional, quip
or joke about the situation
or the relationship

Relate humor
only to myself.

Suppress all
attempts at humor.

13. When someone does something that irritates me (e.g., smokes in a nonsmoking area or crowds in line in front of me), my tendency in communicating with the offending person is to:

Insist that the person look me in eye.

Look the person directly in the eye and maintain eye contact.

Maintain intermittent eye contact.

Avoid looking directly at the person.

14. When someone does something that irritates me (e.g., smokes in a nonsmoking area or crowds in line in front of me), my tendency in communicating with the offending person is to:

Stand close and make physical contact.

Use my hands and body to illustrate my points.

Stand close to the person without touching him or her.

Stand back and keep my hands to myself.

15. When someone does something that irritates me (e.g., smokes in a nonsmoking area or crowds in line in front of me), my tendency in communicating with the offending person is to:

Use strong, direct language and tell the person to stop.

Try to persuade the person to stop

Talk gently and tell the person what my feelings are.

Say and do nothing.

Conflict-Management Style Survey Scoring and Interpretation Sheet

Instructions: When you have completed all fifteen items, add your scores vertically, resulting in four column totals. Put these on the blanks below.

Totals:
 Column 1 Column 2 Column 3 Column 4

*If Column 1 was your highest score = **Confrontive**.* High scores indicate a tendency toward “taking the bull by the horns” and a strong need to manage situations and / or people. Those who use this style are often directive and may be judgmental.

*If Column 2 was your highest score = **Persuasive**.* High scores indicate a tendency to try to stand up for oneself without being pushy, a hands-on approach to conflict, and a willingness to collaborate. People who use this style depend heavily on their verbal skills.

*If Column 3 was your highest score = **Observant/Introspective**.* High scores indicate a tendency to observe others and examine oneself analytically in response to conflict situations as well as a need to adopt counseling and listening modes of behavior. Those who use this style are likely to be cooperative, even conciliatory.

*If Column 4 was your highest score = **Avoidant**.* High scores indicate a tendency toward passivity or withdrawal in conflict situations and a need to minimize or prevent confrontation. Those who use this style are usually accepting and patient, often suppressing their own strong feelings.