

Thomas-Kilmann CONFLICT MODE Instrument

PROFILE AND INTERPRETIVE REPORT

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Prepared for

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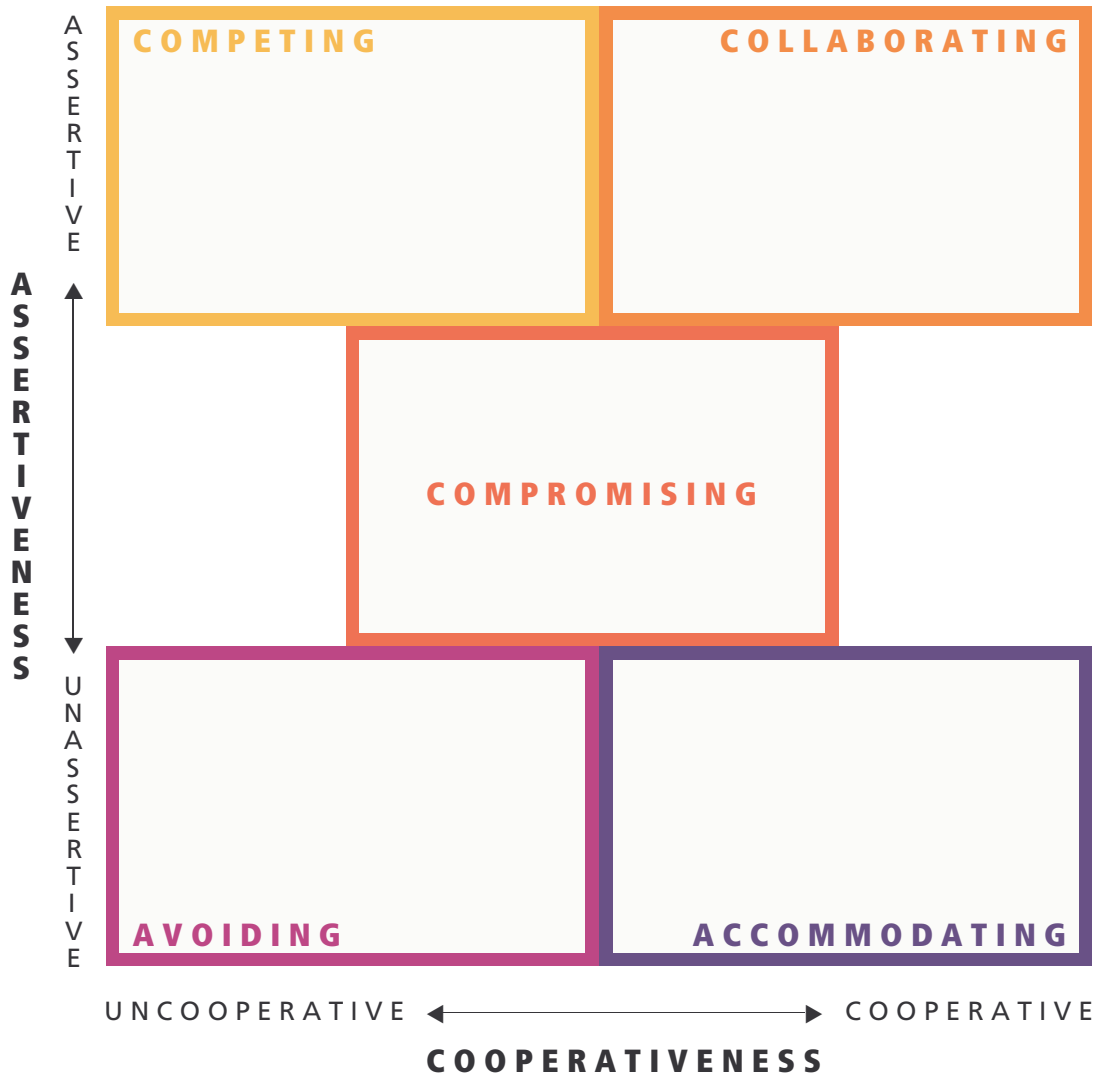


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The Five Conflict-Handling Modes

The *Thomas-Kilmann Conflict Mode Instrument* (TKI) is designed to assess an individual's behavior in conflict situations - that is, situations in which the concerns of two people appear to be incompatible. In such situations, we can describe a person's behavior along two basic dimensions: **(1) assertiveness**, the extent to which the individual attempts to satisfy his or her own concerns, and **(2) cooperativeness**, the extent to which the individual attempts to satisfy the other person's concerns. These two basic dimensions of behavior can be used to define five specific methods of dealing with conflicts. These five "conflict-handling modes" are shown below.



COMPETING

Competing is assertive and uncooperative, a power-oriented mode. When competing, an individual pursues his or her own concerns at the other person's expense, using whatever power seems appropriate to win his or her position. Competing might mean standing up for your rights, defending a position you believe is correct, or simply trying to win. On a continuum from 0 to 12, your score on Competing is **8**.

ACCOMMODATING

Accommodating is unassertive and cooperative - the opposite of competing. When accommodating, an individual neglects his or her own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person's order when you would prefer not to, or yielding to another's point of view. On a continuum from 0 to 12, your score on Accommodating is **3**.

AVOIDING

Avoiding is unassertive and uncooperative. When avoiding, an individual does not immediately pursue either his or her own concerns or those of the other person. He or she does not address the conflict. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation. On a continuum from 0 to 12, your score on Avoiding is **3**.

COLLABORATING

Collaborating is both assertive and cooperative - the opposite of avoiding. When collaborating, an individual attempts to work with the other person to find a solution that fully satisfies the concerns of both. It involves digging into an issue to identify the underlying concerns of the two individuals and to find an alternative that meets both sets of concerns. Collaborating between two persons might take the form of exploring a disagreement to learn from each other's insights, with the goal of resolving some condition that would otherwise have them competing for resources, or confronting and trying to find a creative solution to an interpersonal problem. On a continuum from 0 to 12, your score on Collaborating is **5**.

COMPROMISING

Compromising is intermediate in both assertiveness and cooperativeness. When compromising, the objective is to find an expedient, mutually acceptable solution that partially satisfies both parties. Compromising falls on a middle ground between competing and accommodating, giving up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding, but doesn't explore it in as much depth as collaborating. Compromising might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground position. On a continuum from 0 to 12, your score on Compromising is **11**.

Interpreting Your Scores

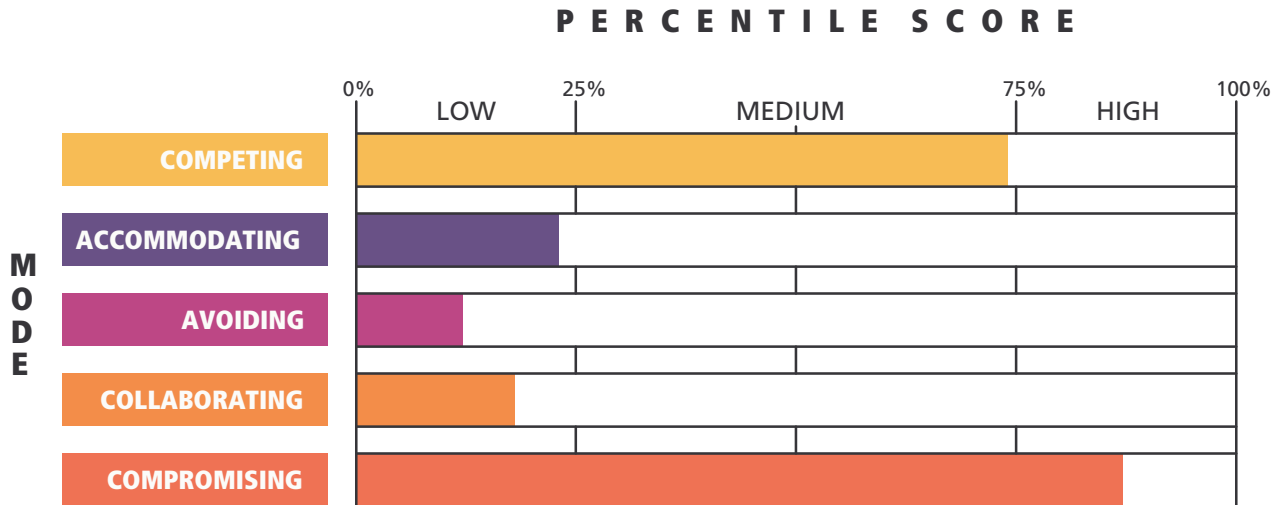
When you look at your results on the TKI, you will probably want to know: "What are the correct answers?" In this case of conflict-handling behavior, there are no right or wrong answers. All five modes are useful in some situations: each represents a set of useful social skills. Our conventional wisdom recognizes, for example, that often "Two heads are better than one" (Collaborating). But it also says, "Kill your enemies with kindness" (Accommodating), "Split the difference" (Compromising), "Leave well enough alone" (Avoiding), and "Might makes right" (Competing). The effectiveness of a given conflict-handling mode depends upon the requirements of the specific conflict situation and the skill with which you use that mode.

You are capable of using all five conflict-handling modes: you cannot be characterized as having a single, rigid style of dealing with conflict. However, it may be possible that you use some modes more readily than others and therefore tend to rely upon those modes more heavily. The conflict behaviors you use are the result of both your personal predispositions and the requirements of the situations in which you find yourself. Also, your social skills may lead you to rely upon some conflict behaviors more or less than others.



Your TKI Profile

Your profile of TKI scores shown below indicates the repertoire of conflict-handling skills you use in conflict situations. Scores are graphed in relation to the scores of the original norm group, composed of 400 middle and upper-level managers in business and government organizations.



COMPETING

When considered as a percentile, your Competing score of 8 translates to 74%.

This means that you scored the same as or higher than 74% of the 400 managers in the original comparison group in your use of the Competing mode. Compared to this group, your use of Competing is considered to be high.

ACCOMMODATING

When considered as a percentile, your Accommodating score of 3 translates to 23%.

This means that you scored the same as or higher than 23% of the 400 managers in the original comparison group in your use of the Accommodating mode. Compared to this group, your use of Accommodating is considered to be low.

AVOIDING

When considered as a percentile, your Avoiding score of 3 translates to 12%.

This means that you scored the same as or higher than 12% of the 400 managers in the original comparison group in your use of the Avoiding mode. Compared to this group, your use of Avoiding is considered to be low.

COLLABORATING

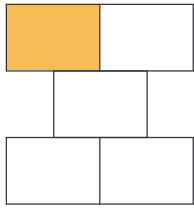
When considered as a percentile, your Collaborating score of 5 translates to 18%.

This means that you scored the same as or higher than 18% of the 400 managers in the original comparison group in your use of the Collaborating mode. Compared to this group, your use of Collaborating is considered to be low.

COMPROMISING

When considered as a percentile, your Compromising score of 11 translates to 87%.

This means that you scored the same as or higher than 87% of the 400 managers in the original comparison group in your use of the Compromising mode. Compared to this group, your use of Compromising is considered to be high.



Competing

Uses

- When quick, decisive action is vital - for example, in an emergency
- On important issues where unpopular courses of action need implementing - for example, cost cutting, enforcing unpopular rules, discipline
- On issues vital to company welfare when you know you're right
- To protect yourself against people who take advantage of noncompetitive behavior

Questions to Ask

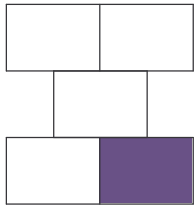
Your score of 8 is in the high range. You may wish to ask yourself:

- Are you surrounded by "yes" people?

If so, perhaps it's because they have learned that it's unwise to disagree with you, or they have given up trying to influence you. This closes you off from information.

- Are employees afraid to admit ignorance and uncertainties to you?

In competitive climates, one must fight for influence and respect, acting more certain and confident than one feels. This means that people are less able to ask for information and opinion - they are less likely to learn.



Accommodating

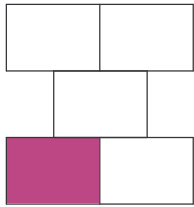
Uses

- When you realize that you are wrong - to allow a better solution to be considered, to learn from others, and to show that you are reasonable
- When the issue is much more important to the other person than to yourself - to satisfy the needs of others, and as a goodwill gesture to help maintain a cooperative relationship
- To build up social credits for later issues that are important to you
- When continued competition would only damage your cause - when you are outmatched and losing
- When preserving harmony and avoiding disruption are especially important
- To aid in the development of your employees by allowing them to experiment and learn from their own mistakes

Questions to Ask

Your score of 3 is in the low range. You may wish to ask yourself:

- Do you have trouble building goodwill with others?
Accommodating on minor issues that are important to others is a gesture of goodwill.
- Do others often seem to regard you as unreasonable?
- Do you have trouble admitting when you are wrong?
- Do you recognize legitimate exceptions to the rules?
- Do you know when to give up?



Avoiding

Uses

- When an issue is trivial or of only passing importance, or when other, more important issues are pressing
- When you perceive no chance of satisfying your concerns - for example, when you have low power or you are frustrated by something that would be very difficult to change (national policies, someone's personality structure, and so on)
- When the potential costs of confronting a conflict outweigh the benefits of its resolution
- To let people cool down - to reduce tensions to a productive level and to regain perspective and composure
- When gathering more information outweighs the advantages of an immediate decision
- When others can resolve the conflict more effectively
- When the issue seems tangential or symptomatic of another, more basic issue

Questions to Ask

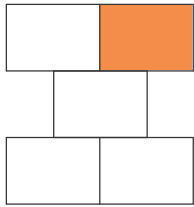
Your score of 3 is in the low range. You may wish to ask yourself:

- Do you find yourself hurting others' feelings or stirring up hostilities?

You may need to exercise more discretion and tact in framing issues in nonthreatening ways.

- Do you often feel harried or overwhelmed by a number of issues?

You may need to devote more time to setting priorities - that is, deciding which issues are relatively unimportant, and perhaps delegating them to others.



Collaborating

Uses

- To find an integrative solution when the concerns of both parties are too important to be compromised
- When your objective is to learn - for example, testing your own assumptions, understanding the views of others
- To merge insights from people with different perspectives on a problem
- To gain commitment by incorporating others' concerns into a consensual decision
- To work through hard feelings that have been interfering with an interpersonal relationship

Questions to Ask

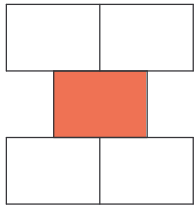
Your score of 5 is in the low range. You may wish to ask yourself:

- Is it difficult for you to see differences as opportunities for joint gain - that is, as opportunities to learn or solve problems?

Although conflict situations often involve threatening or unproductive aspects, approaching all such situations with pessimism can prevent you from seeing collaborative possibilities and thus deprive you of the mutual gains and satisfactions that accompany successful collaboration.

- Are your employees uncommitted to your decisions or policies?

Perhaps their concerns are not being incorporated into those decisions or policies.



Compromising

Uses

- When goals are moderately important but not worth the effort or the potential disruption involved in using more assertive modes
- When two opponents with equal power are strongly committed to mutually exclusive goals - as in labor-management bargaining
- To achieve temporary settlement of complex issues
- To arrive at an expedient solution under time pressure
- As a backup mode when collaboration or competition fails

Questions to Ask

Your score of 11 is in the high range. You may wish to ask yourself:

- Do you concentrate so heavily on the practicalities and tactics of compromise that you sometimes lose sight of larger issues - for example, principles, values, long-term objectives, or company welfare?
- Does an emphasis on bargaining and trading create a cynical climate of gamesmanship?

Such a climate might undermine interpersonal trust and deflect attention away from the merits of the issues discussed.