

THOMAS-KILMANN CONFLICT MODE INSTRUMENT

Please circle the statement which applies mostly to yourself from the following pairs of statements.

1. A. There are times when I let others take responsibility for solving the problems.
B. Rather than discussing the things on which we disagree, I try to stress those things upon which we agree.
2. A. I try to meet the other person half way when attempting to bring about a solution.
B. I attempt to deal with all of the other person's problems plus my own.
3. A. I am usually firm when trying to achieve my goals.
B. I might try to soothe the other person's feelings to preserve our relationship.
4. A. I try to meet the other person half way to bring forth a solution.
B. I sometimes sacrifice my own wishes for the wishes of the other person.
5. A. I frequently seek other peoples help when 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 or have my way.
7. A. I try to delay the issue until I have had sometime to think it over.
B. I give up some points in exchange for others.
8. A. I am usually firm in seeking my goals.
B. I attempt to get all concerns and issues straight away out in the open.
9. A. I feel that differences are not always worth worrying about.
B. I make some effort to have my way.
10. A. I am firm in seeking my goals.
B. I try to meet the other person half way to bring forth a solution.

11. A. I attempt to get all concerns and issues immediately out in the open.
B. I tend to try and soothe the others feelings to preserve our relationship.
12. A. I sometimes avoid taking positions which would create conflict.
B. I will let the other person have their way, if they let me have mine.
13. A. I tend toward a middle ground approach.
B. I press to make my point.
14. A. I tell the other person my ideas and ask them for theirs.
B. I try to show other people the logic and benefits of my views/position.
15. A. I might try to soothe the other person's feelings to preserve our relationship.
B. I try to do what is necessary to avoid tensions.
16. A. I try not to hurt other people's feelings.
B. I try to convince the other person of the positives of my view,
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 the other person happy, I might let them maintain his views.
B. I will let the other person have some of their beliefs/views 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 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 us both.
21. A. In approaching negotiations, I try to be considerate of other people's wishes.
B. I always lean toward a direct discussion of the problem.
22. A. I try to find a position that is intermediate between the other person's views and mine.
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 them, I would try and meet their 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 a conflict.
B. If it makes the other person happy, I might let them maintain their views.
28. A. I am usually firm in pursuing my goals.
B. I usually seek other people'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.

THE THOMAS-KILMANN CONFLICT MODE INSTRUMENT: SCORING KEY

Circle the letter below which you circled on each item of the questionnaire

	Competing (forcing) SHARK	Collaborative (problem solving) OWL	Compromising (sharing) FOX	Avoiding (Withdrawal) TURTLE	Accommodating (Smoothing) TEDDY BEARS
1				A	B
2		B	A		
3	A				B
4			A		B
5		A		B	
6	B			A	
7			B	A	
8	A	B			
9	B			A	
10	A		B		
11		A			B
12			B	A	
13	B		A		
14	B	A			
15				B	A
16	B				A
17	A			B	
18			B		A
19		A		B	
20		A	B		
21		B			A
22	B		A		
23		A		B	
24			B		A
25	A				B
26		B	A		
27				A	B
28	A	B			
29			A	B	
30		B			A
Total					
	Competing (forcing)	Collaborative (problem solving)	Compromising (sharing)	Avoiding (withdrawal)	Accommodating (smoothing)

The higher the total score for each conflict strategy, the more frequent you tend to use the strategy. The lower the total score for each conflict strategy the less frequent you will use that strategy