

## Conflict Management Style Assessment

For each pair of behavioral responses shown below, distribute a total of five points between the two to represent how you would respond in a situation in which your wishes would differ from those of another party.

1.     \_\_\_\_\_ a.     I try to help the other party, even if it means giving up my needs.  
          \_\_\_\_\_ b.     I exchange information and ideas freely.
2.     \_\_\_\_\_ a.     I try to find compromise solutions.  
          \_\_\_\_\_ b.     I look for and exploit the other party's weaknesses in a negotiation.
3.     \_\_\_\_\_ a.     I prefer to avoid contact with difficult negotiators.  
          \_\_\_\_\_ b.     I try to preserve the relationship at all costs.
4.     \_\_\_\_\_ a.     I try to collaborate.  
          \_\_\_\_\_ b.     I will back off my demands a little.
5.     \_\_\_\_\_ a.     I am competitive and try to ensure that my needs are met.  
          \_\_\_\_\_ b.     I prefer to avoid controversy.
6.     \_\_\_\_\_ a.     As a rule, I try to avoid negotiating.  
          \_\_\_\_\_ b.     I prefer to avoid controversy.
7.     \_\_\_\_\_ a.     I let the other party dictate the terms of the agreement.  
          \_\_\_\_\_ b.     I press the logic of my position.
8.     \_\_\_\_\_ a.     I don't give up until I get what I want.  
          \_\_\_\_\_ b.     I try to satisfy both our needs.
9.     \_\_\_\_\_ a.     I will give something up for something in return.  
          \_\_\_\_\_ b.     I try to keep the other party happy.
10.    \_\_\_\_\_ a.     I seek to build trust.  
          \_\_\_\_\_ b.     I avoid situations that might create tension.
11.    \_\_\_\_\_ a.     I am usually willing to settle for a part of what I want.  
          \_\_\_\_\_ b.     I withhold information that might give the other party an advantage.
12.    \_\_\_\_\_ a.     I avoid open discussions of issues and concerns.  
          \_\_\_\_\_ b.     I try not to hurt the other person's feelings.
13.    \_\_\_\_\_ a.     I try to convince the other party that I am right.  
          \_\_\_\_\_ b.     I listen to the other person before sharing my views.

14. ☐ a. I focus on the other party's concerns more than mine.  
☐ b. I will look for an intermediate position (halfway between our expectations).
15. ☐ a. I try to bring issues or concerns into the open.  
☐ b. I avoid people who are tough negotiators.
16. ☐ a. I go along with the other party's suggestions.  
☐ b. I use my power to influence the outcome of a negotiation.
17. ☐ a. In every negotiation I look for opportunities where give-and-take can occur.  
☐ b. I look for creative solutions that make both parties winners.
18. ☐ a. I try to outsmart and outtalk the other party.  
☐ b. I withdraw from negotiations, even when I might win.
19. ☐ a. I try to deal with all the issues that are important to both of us.  
☐ b. I focus only on the issues that we agree on, not those issues of disagreement.
20. ☐ a. I prefer to postpone facing difficult negotiations.  
☐ b. I will give up some of my demands if the other party will do the same.

## SCORING KEY

### FIVE CONFLICT MANAGEMENT STYLES

Transfer the number of points you assigned to each of the behaviors, beginning with 1a and 1b, to the corresponding spaces below. Do this for all twenty pairs. Then total your score for each of the five columns.

#### Scoring Key for Your Conflict Management / Negotiating Style

_____ 2b	_____ 1a	_____ 1b	_____ 3a	_____ 2a
_____ 5a	_____ 3b	_____ 4a	_____ 5b	_____ 4b
_____ 7b	_____ 7a	_____ 8b	_____ 6a	_____ 6b
_____ 8a	_____ 9b	_____ 10a	_____ 10b	_____ 9a
_____ 11b	_____ 12b	_____ 13b	_____ 12a	_____ 11a
_____ 13a	_____ 14a	_____ 15a	_____ 15b	_____ 14b
_____ 16b	_____ 16a	_____ 17b	_____ 18b	_____ 17a
_____ 18a	_____ 19b	_____ 19a	_____ 20a	_____ 20b
_____	_____	_____	_____	_____
Competing	Accommodating	Collaborating	Avoiding	Compromising