

Conflict-Management Style Survey¹

This Conflict-Management Style Survey has been designed to help you become more aware of your characteristic approach, or style, in managing conflict. In completing this survey, you are invited to respond by making choices that correspond with your typical behaviour or attitudes in conflict situations.

Survey

This survey identifies twelve situations that you are likely to encounter in your personal and professional lives. Please study each situation and the five possible behavioural responses or attitudes carefully and then allocate ten points between them to indicate your typical behaviour, with the highest number of points indicating your strongest choice. Any response can be answered with from zero to ten points, as long as all five responses for a given situation add up to ten points.

Please choose a single frame of reference (e.g., work-related conflicts, family conflicts, social conflicts) and keep that frame of reference in mind when responding to all the situations. And remember, as you complete this survey, that it is not a test. There are no right or wrong responses. The survey will be helpful to you only to the extent that your responses accurately represent your characteristic behaviour or attitudes.

SITUATION 1: Upon experiencing strong feelings in a conflict situation, you would:

- _____ A. Enjoy the emotional release and sense of exhilaration and accomplishment.
- _____ B. Enjoy the strategizing involved and the challenge of the conflict.
- _____ C. Become serious about how others are feeling and thinking.
- _____ D. Find it frightening because you do not accept that differences can be discussed without someone's getting hurt.
- _____ E. Become convinced that there is nothing you can do to resolve the issue.

SITUATION 2: Consider the following statements and rate them in terms of how characteristic they are of your personal beliefs:

- _____ A. Life is conquered by those who believe in winning.
- _____ B. Winning is rarely possible in conflict.
- _____ C. No one has the final answer to anything, but each has a piece to contribute.
- _____ D. In the last analysis, it is wise to turn the other cheek.

¹ Based on Jay Hall's *Conflict Management Survey: A Survey of One's Characteristic Reaction to and Handling of Conflict Between Himself and Others* (The Woodlands, Texas: Telemetrics International 1969).

_____ E. It is useless to attempt to change a person who seems locked into an opposing view.

SITUATION 3: What is the best result that you expect from conflict?

_____ A. Conflict helps people face the fact that one answer is better than others.

_____ B. Conflict results in cancelling out extremes of thinking so that a strong middle ground can be reached.

_____ C. Conflict clears the air and enhances commitment and results.

_____ D. Conflict demonstrates the absurdity of self-centeredness and draws people closer together in their commitment to each other.

_____ E. Conflict lessens complacency and assigns blame where it belongs.

STIUATION 4: When you are the person with the greater authority in a conflict situation, you would:

_____ A. Put it straight, letting the other know your view.

_____ B. Try to negotiate the best settlement you can get.

_____ C. Ask to hear the other's feelings and suggest that a position be found that both might be willing to try.

_____ D. Go long with the other, providing support where you can.

_____ E. Keep the encounter impersonal, citing rules if they apply.

SITUATION 5: When someone you care for takes an unreasonable position, you would:

_____ A. Lay it on the line, telling him or her that you don't like it.

_____ B. Let him or her know in casual, subtle ways that you are not pleased; possibly distract with humour; and avoid a direct confrontation.

_____ C. Call attention to the conflict and explore a mutually acceptable solution.

_____ D. Try to keep your misgivings to yourself.

_____ E. Let you actions speak for you by indicating depression or lack of interest.

SITUATION 6: When you become angry at a friend or colleague, you would:

_____ A. Just explode without giving it much thought.

_____ B. Try to smooth things over with a good story.

_____ C. Express your anger and invite him or her to respond.

_____ D. Try to compensate for your anger by acting the opposite of what you are feeling.

_____ E. Remove yourself from the situation.

SITUATION 7: When you find yourself disagreeing with other members of a group on an important issue, you would:

- _____ A. Stand by your convictions and defend your position.
- _____ B. Appeal to the logic of the group in the hope of convincing at least a majority that you are right.
- _____ C. Explore points of agreement and disagreement and the feelings of the group's member, and then search for alternatives that take everyone's views into account.
- _____ D. Go along with the rest of the group.
- _____ E. Not participate in the discussion and not feel bound by any decision reached.

SITUATION 8: When a single group member takes a position in opposition to the rest of the group, you would:

- _____ A. Point out publicly that the dissenting member is blocking the group and suggest that the group move on without him or her if necessary.
- _____ B. Make sure the dissenting member has a chance to communicate his or her objections so that a compromise can be reached.
- _____ C. Try to uncover why the dissenting member views the issue differently, so that the group's members can reevaluate their own positions.
- _____ D. Encourage the group's members to set the conflict aside and go on to more agreeable items on the agenda.
- _____ E. Remain silent, because it is best to avoid becoming involved.

SITUATION 9: When you see conflict emerging in a group, you would:

- _____ A. Push for a quick decision to ensure that the task is completed.
- _____ B. Avoid outright confrontation by moving the discussion toward a middle ground.
- _____ C. Share with the group your impression of what is going on, so that the nature of the impending conflict can be discussed.
- _____ D. Forestall or divert the conflict before it emerges by relieving the tension with humour.
- _____ E. Stay out of the conflict as long as it is of no concern to you.

SITUATION 10: In handling conflict between your group and another, you would:

- _____ A. Anticipate areas of resistance and prepare responses to objections prior to open conflict.
- _____ B. Encourage your group's members to be prepared by identifying in advance areas of possible compromise.
- _____ C. Recognize that conflict is healthy and press for the identification of shared concerns and/or goals.
- _____ D. Promote harmony on the grounds that the only real result of conflict is the destruction of friendly relations.
- _____ E. Have your group submit the issue to an impartial arbitrator.

SITUATION 11: In selecting a member of your group to represent you in negotiating with another group, you would choose a person who:

- _____ A. Knows the rationale of your group's position and would press vigorously for your group's point of view.
- _____ B. Would see that most of your group's judgments were incorporated into the final negotiated decision without alienating too many members of either group.
- _____ C. Would best represent the ideas of your group, evaluate these in view of judgments of the other group, and then emphasize problem-solving approaches to the conflict.
- _____ D. Is most skilful in interpersonal relations and would be openly cooperative and tentative in his or her approach.
- _____ E. Would present your group's case accurately, while not making commitments that might result in obligating your group to a significantly changed position.

SITUATION 12: In your view, what might be the reason for the failure of one group to collaborate with another?

- _____ A. Lack of a clearly stated position, or failure to back up the group's position.
- _____ B. Tendency of groups to force their leadership or representatives to abide by the group's decision, as opposed to promoting flexibility, which would facilitate compromise.
- _____ C. Tendency of groups to enter negotiations with a win/lose perspective.
- _____ D. Lack of motivation on the part of the group's membership to live peacefully with the other group.
- _____ E. Irresponsible behaviour on the part of the group's leadership, resulting in the leaders' placing emphasis on maintaining their own power positions rather than addressing the issues involved.

Scoring

Step 1

When you have completed all items in Section 1, write the number of points you assigned for each of the five responses for the twelve situations in the appropriate columns on the scoring form. Add the total number of points for each column, then check that the totals for each column add up to 120.

Situation	A	B	C	D	E	Total
1						10
2						10
3						10
4						10
5						10
6						10
7						10
8						10
9						10
10						10
11						10
12						10
TOTAL						120

Step 2

Transfer your column total scores onto the form showing the conflict managing styles table:

Letter	Style	Score
A		
D		
E		
B		
C		
TOTAL		120