



Assessment:

(Choose one from each section please)

1. **Occasionally I hold back and let others figure out how to resolve the conflict. I aim to focus on similarities rather than differences in views.**

2. **I like to resolve problems through negotiating. I try to make sure everyone's concerns are addressed.**

3. **I know what I want and I go for it. I sometimes aim to make the other person feel better in order to end a conflict.**

4. **I like to resolve problems through negotiating. I'm willing to give up my own views if it will help the other person feel better.**

5. **I always try to work together to solve problems. I aim to avert uncomfortable situations when possible.**

6. **I do what I can to avoid tension. I aim to convince others that I am right.**

7. **I stall in order to take some time to think about problems before approaching them. I am willing to compromise when others do.**

8. **I know what I want and I go for it. I aim to discuss problems openly so that they can be worked out right away.**

9. **Sometimes conflicts are better left not discussed. I try to get what I want.**

Note: This quiz is based on the TKI instrument, published by CPP, Inc.—further information and TKI materials can be found on www.cpp.com.

- 10. I know what I want and I go for it.**
I like to resolve problems through negotiating.
- 11. I aim to discuss problems openly so that they can be worked out right away.**
I sometimes aim to make the other person feel better in order to end a conflict.
- 12. At times I keep my views to myself in order to avoid conflict.**
I prefer a “give and take” solution to problems where both sides make adjustments.
- 13. If the other person can agree to disagree, I can do the same. I make sure others know my views.**
- 14. I share my thoughts and ask others to share theirs. I aim to convince others that I am right.**
- 15. I sometimes aim to make the other person feel better in order to end a conflict. I aim to avert uncomfortable situations when possible.**
- 16. I try to make sure the other person does not get upset.**
I try to make sure others understand my reasoning and why I am right.
- 17. I know what I want and I go for it.**
I aim to avert uncomfortable situations when possible.
- 18. I allow others to voice their opinions without objecting if it makes them feel better. I prefer a “give and take” solution to problems where both sides make adjustments.**
- 19. I try to work out problems with others right away.**
I sometimes stall in order to take some time to think about problems before approaching them.
- 20. I try to work out problems with others right away.**
I prefer to figure out what the fairest outcome would be from everyone’s perspective.

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- 21. I try to pay attention to the other person's opinions when we are working out problems. I prefer to talk about problems directly.**
- 22. I take a problem-solving approach where all sides figure out what we can agree on and what we are willing to give up.
I tell others what I want.**
- 23. I tend to worry about making everyone happy.
Occasionally I hold back and let others figure out how to resolve the conflict.**
- 24. I try to please others if it seems important to them.
I aim to work together to settle our differences through a bargaining approach.**
- 25. I try to convince people to agree with me.
I try to pay attention to the other person's opinions when we are working out problems.**
- 26. I try to find a way for different sides to meet half way in a conflict.
I tend to worry about making everyone happy.**
- 27. At times I keep my views to myself in order to avoid conflict.
I allow others to voice their opinions without objecting if it makes them feel better.**
- 28. I know what I want and I go for it.
I always try to work together to solve problems.**
- 29. I try to find a way for different sides to meet half way in a conflict.
Sometimes conflicts are better left not discussed.**
- 30. I try make sure the other person does not get upset.
I tell others when something is wrong so that we can work together to make it right.**

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Assessment answer key:

1. Occasionally I hold back and let others figure out how to resolve the conflict. *AVOIDER*
I aim to focus on similarities rather than differences in views. *ACCOMMODATOR*
2. I like to resolve problems through negotiating. *COMPROMISER*
I try to make sure everyone's concerns are addressed. *PROBLEM SOLVER*
3. I know what I want and I go for it. *COMPETER*
I sometimes aim to make the other person feel better in order to end a conflict. *ACCOMMODATOR*
4. I like to resolve problems through negotiating. *COMPROMISER*
I'm willing to give up my own views if it will help the other person feel better. *ACCOMMODATOR*
5. I always try to work together to solve problems. *PROBLEM SOLVER*
I aim to avert uncomfortable situations when possible. *AVOIDER*
6. I do what I can to avoid tension. *AVOIDER*
I aim to convince others that I am right. *COMPETER*
7. I stall in order to take some time to think about problems before approaching them. *AVOIDER*
I am willing to compromise when others do. *COMPROMISER*
8. I know what I want and I go for it. *COMPETER*
I aim to discuss problems openly so that they can be worked out right away. *PROBLEM SOLVER*
9. Sometimes conflicts are better left not discussed. *AVOIDER*
I try to get what I want. *COMPETER*
10. I know what I want and I go for it. *COMPETER*
I like to resolve problems through negotiating. *COMPROMISER*
11. I aim to discuss problems openly so that they can be worked out right away. *PROBLEM SOLVER*
I sometimes aim to make the other person feel better in order to end a conflict. *ACCOMMODATOR*
12. At times I keep my views to myself in order to avoid conflict. *AVOIDER*
I prefer a "give and take" solution to problems where both sides make adjustments. *COMPROMISER*

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13. If the other person can agree to disagree, I can do the same.
COMPROMISER
I make sure others know my views. **COMPETER**
14. I share my thoughts and ask others to share theirs. **PROBLEM SOLVER**
I aim to convince others that I am right. **COMPETER**
15. I sometimes aim to make the other person feel better in order to end a conflict.
ACCOMMODATOR
I aim to avert uncomfortable situations when possible. **AVOIDER**
16. I try to make sure the other person does not get upset. **ACCOMMODATOR**
I try to make sure others understand my reasoning and why I am right. **COMPETER**
17. I know what I want and I go for it. **COMPETER**
I aim to avert uncomfortable situations when possible. **AVOIDER**
18. I allow others to voice their opinions without objecting if it makes them feel better.
ACCOMMODATOR
I prefer a “give and take” solution to problems where both sides make adjustments.
COMPROMISER
19. I try to work out problems with others right away. **PROBLEMSOLVER**
I sometimes stall in order to take some time to think about problems before approaching them.
AVOIDER
20. I try to work out problems with others right away. **PROBLEMSOLVER**
I prefer to figure out what the fairest outcome would be from everyone’s perspective.
COMPROMISER
21. I try to pay attention to the other person’s opinions when we are working out problems. **ACCOMMODATOR**
I prefer to talk about problems directly. **PROBLEM SOLVER**
22. I take a problem-solving approach where all sides figure out what we can agree on and what we are willing to give up. **PROBLEM SOLVER**
I tell others what I want. **COMPETER**
23. I tend to worry about making everyone happy. **ACCOMMODATOR**
Occasionally I hold back and let others figure out how to resolve the conflict. **AVOIDER**

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24. I try to please others if it seems important to them. **ACCOMMODATOR**
I aim to work together to settle our differences through a bargaining approach. **COMPROMISER**
25. I try to convince people to agree with me. **COMPETER**
I try to pay attention to the other person's opinions when we are working out problems. **ACCOMMODATOR**
26. I try to find a way for different sides to meet half way in a conflict.
COMPROMISER
I tend to worry about making everyone happy. **ACCOMMODATOR**
27. At times I keep my views to myself in order to avoid conflict. **AVOIDER**
I allow others to voice their opinions without objecting if it makes them feel better.
ACCOMMODATOR
28. I know what I want and I go for it. **COMPETER**
I always try to work together to solve problems. **PROBLEM SOLVER**
29. I try to find a way for different sides to meet half way in a conflict.
COMPROMISER
Sometimes conflicts are better left not discussed. **AVOIDER**
30. I try make sure the other person does not get upset. **ACCOMMODATOR**
I tell others when something is wrong so that we can work together to make it right. **PROBLEM SOLVER**

Interpreting your scores:

You may look at your scores and wonder how “right” they are. There are no right and wrong answers in this assessment, as it examines how you handle conflict situations which can vary greatly. Different contexts call for different approaches, and there is a time and a place to use each of the conflict styles. Your scores for each style will range from 0 to 12. If you have a score that falls between 9 and 12, you tend to use that style frequently; a score between 5 and 8 means you sometimes use that style; and a score between 0 and 4 means you don’t use that style very often.

Competer:

Competers are known for being persuasive and direct. They know the result they want in a conflict situation, and they go for it. Their strengths are that they are often passionate about their views and dedicated to pursuing their convictions. Competers are good at making quick decisions, and tend not to waste time, which is especially helpful in the time of crisis.

Weakness: Sometimes Competers wind up with unequal relationships with others, and feelings of others can be hurt or overlooked with their decision-making style.

Problem Solver:

Problem Solvers tend to want to discuss all the details of a problem and work through it together so that everyone gets what he or she wants and is happy in the end. Their strengths are that they tend to welcome differences, build high-levels of trust and mutual understanding in relationships. There is also the potential to learn from creative problem solving.

Weaknesses: When time is a factor, it is difficult to spend the energy and time needed to process the way

Problem Solvers tend do. There is also the potential for burnout from over-processing.

Compromiser:

Compromisers approach conflict with the goal of compromise. They tend to think about what they are willing to give up and what they are willing to hold on to, and try to gear communication to focus on this give and take for all parties. It is a good way to promote cooperation. It can be done fairly quickly when both parties are engaged.

Weaknesses: Sometimes neither party really winds up with what he/she wants. It can also be viewed as a Band- Aid approach that doesn’t really get to the root of a conflict.

Avoider:

Avoiders tend to step away from conflict. They often keep their opinions to themselves in conflict situations so as not to continue or escalate the conflict. They are often admired for having a calming, quiet presence in the face of crisis.

Weaknesses: Avoiders sometimes keep their feelings bottled up and then aren’t able to meet their own needs. This can result in a frustrating buildup of emotions.

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Accommodator:

Accommodators have a harmonizing approach to conflict. They often focus on supporting others in a conflict situation and are adept at placating people in uncomfortable situations. Accommodators often gain strong appreciation from others involved in a conflict.

Weaknesses: Accommodators may build up resentment from denying their own needs. It also may be difficult for those who want to get to the root of the problem to work with Accommodators who tend to focus on making others happy.