

## 10.2 CONFLICT STYLE QUESTIONNAIRE

(continued)

Person A	Person B	
3	5	14. I give in to the other's wishes.
3	5	15. I try to work with the other to find solutions that satisfy both our expectations.
2	3	16. I try to keep my disagreement to myself in order to avoid hard feelings.
3	3	17. I generally pursue my side of an issue.
2	4	18. I negotiate with the other to reach a compromise.
3	4	19. I often go with the other's suggestions.
4	5	20. I exchange accurate information with the other so we can solve a problem together.
3	3	21. I try to avoid unpleasant exchanges with the other.
3	3	22. I sometimes use my power to win.
2	5	23. I use "give and take" so that a compromise can be made.
5	5	24. I try to satisfy the other's expectations.
3	5	25. I try to bring all our concerns out in the open so that the issues can be resolved.

Source: Adapted from "Confirmatory Factor Analysis of the Styles of Handling Interpersonal Conflict: First-Order Factor Model and Its Invariance Across Groups," by M. A. Rahim and N. R. Magner, 1995, *Journal of Applied Psychology*, 80(1), 122-132. In W. Wilmot and J. Hocker (2011), *Interpersonal Conflict* (pp. 146-148). Published by the American Psychological Association.

Scoring: Add up your scores on the following questions:

AIB		AIB		AIB		AIB		AIB	
1.	2   2	2.	4   3	3.	2   4	4.	3   4	5.	3   3
6.	4   3	7.	3   2	8.	2   3	9.	3   5	10.	2   4
11.	3   3	12.	4   2	13.	2   3	14.	3   5	15.	3   5
16.	2   3	17.	3   3	18.	2   4	19.	3   4	20.	4   5
21.	3   3	22.	3   3	23.	2   5	24.	5   5	25.	3   5
<u>14   14</u>		<u>17   13</u>		<u>10   19</u>		<u>17   23</u>		<u>15   22</u>	
AIB		AIB		AIB		AIB		AIB	
Avoidance Totals		Competition Totals		Compromise Totals		Accommodation Totals		Collaboration Totals	
Average Style		Strong Style		Weak Style		Strong Style		Average Style	
		Average Style		Strong Style		Very Strong Style		Very Strong Style	

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### Purpose

1. To identify your conflict style
2. To examine how your conflict style varies in different contexts or relationships

### Directions

1. Think of two different situations (A and B) where you have a conflict, a disagreement, an argument, or a disappointment with someone, such as a roommate or a work associate. Write the name of the person for each situation below.
2. According to the scale below, fill in your scores for Situation A and Situation B. For each question, you will have two scores. For example, on Question 1 the scoring might look like this: 1. 2 4
3. Write the name of each person for the two situations here:

Person A

Sue

Person B

Akin

1 = never

2 = seldom

3 = sometimes

4 = often

5 = always

Person A	Person B	
<u>2</u>	<u>2</u>	1. I avoid being "put on the spot"; I keep conflicts to myself.
<u>4</u>	<u>3</u>	2. I use my influence to get my ideas accepted.
<u>2</u>	<u>4</u>	3. I usually try to "split the difference" in order to resolve an issue.
<u>3</u>	<u>4</u>	4. I generally try to satisfy the other's needs.
<u>3</u>	<u>3</u>	5. I try to investigate an issue to find a solution acceptable to both of us.
<u>4</u>	<u>3</u>	6. I usually avoid open discussion of my differences with the other.
<u>3</u>	<u>2</u>	7. I use my authority to make a decision in my favor.
<u>2</u>	<u>3</u>	8. I try to find a middle course to resolve an impasse.
<u>3</u>	<u>5</u>	9. I usually accommodate the other's wishes.
<u>2</u>	<u>4</u>	10. I try to integrate my ideas with the other's to come up with a decision jointly.
<u>3</u>	<u>3</u>	11. I try to stay away from disagreement with the other.
<u>4</u>	<u>2</u>	12. I use my expertise to make a decision that favors me.
<u>2</u>	<u>3</u>	13. I propose a middle ground for breaking deadlocks.

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*(continued)*

### Scoring Interpretation

This questionnaire is designed to identify your conflict style and examine how it varies in different contexts or relationships. By comparing your total scores for the different styles you can discover which conflict style you rely most heavily upon and which style you use least. Furthermore, by comparing your scores for Person A and Person B, you can determine how your style varies or stays the same in different relationships. Your scores on this questionnaire are indicative of how you responded to a particular conflict at a specific time and therefore might change if you selected a different conflict or a different conflict period. The Conflict Style Questionnaire is not a personality test that labels or categorizes you; rather, it attempts to give you a sense of your more dominant and less dominant conflict styles.

Scores from 21 to 25 are representative of a very strong style.

Scores from 15 to 20 are representative of a strong style.

Scores from 11 to 15 are representative of an average style.

Scores from 6 to 10 are representative of a weak style.

Scores from 0 to 5 are representative of a very weak style.

### Building Your Leadership Profile

If you have the interactive eBook version of this text, log in to access the Leadership Profile Tool. After completing this chapter's questionnaire, you will receive individualized feedback and practical suggestions for further strengthening your leadership based on your responses in this questionnaire.