

Analyze Your Conflict Management Style: The Thomas Kilman Instrument

Think of two different situations where you have a conflict, disagreement, argument, or disappointment with someone. An example might be a co-worker or someone you live with. Then, according to the following scale, 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.

Write the name of each person for the two situations here:

Person A _____

Person B _____

1 = never 2 = seldom 3 = sometimes 4 = often 5 = always

Person | Person

A | B

1. I avoid being “put on the spot”; I keep conflicts to myself.
2. I use my influence to get my ideas accepted.
3. I usually try to split the difference to resolve an issue.
4. I generally try to satisfy the others’ needs.
5. I try to investigate an issue to find a solution acceptable to us.
6. I usually avoid open discussion of my differences with the other.
7. I use my authority to make a decision in my favor.
8. I try to find a middle course to resolve an impasse.
9. I usually accommodate to the other’s wishes.
10. I try to integrate my ideas with the other’s to come up with a joint decision.
11. I try to stay away from disagreement with the other.
12. I use my expertise to make a decision that favors me.
13. I propose a middle ground for breaking deadlocks.
14. I give in to the other’s wishes.
15. I try to work with the other to find solutions that satisfy both our expectations.
16. I try to keep my disagreement to myself in order to avoid hard feelings.
17. I generally pursue my side of the issue.
18. I negotiate with the other to reach a compromise.
19. I often go with the other’s suggestions.
20. I exchange accurate information with the other so we can solve a problem together.
21. I try to avoid unpleasant exchanges with the other.
22. I sometimes use my power to win the argument.
23. I use “give and take” so that a compromise can be made.
24. I try to satisfy the other’s expectations.
25. I try to bring all our concerns out in the open so that issues can be resolved.

Scoring: Add up your scores on the following question

A B	A B	A B	A B	A B
1. ____ ____	2. ____ ____	3. ____ ____	4. ____ ____	5. ____ ____
6. ____ ____	7. ____ ____	8. ____ ____	9. ____ ____	10. ____ ____
11. ____ ____	12. ____ ____	13. ____ ____	14. ____ ____	15. ____ ____
16. ____ ____	17. ____ ____	18. ____ ____	19. ____ ____	20. ____ ____
21. ____ ____	22. ____ ____	23. ____ ____	24. ____ ____	25. ____ ____
Total Score: ____ ____	____ ____	____ ____	____ ____	____ ____
A B Avoidance Total	A B Competition Total	A B Compromise Total	A B Accommodation Total	A B Collaboration Total

Avoidance Score:

Competition Score:

Compromise Score:

Accommodation Score:

Collaboration Score:

Source: Adapted from M.A. Rahim and N.R. Mager (1995). "Confirmatory Factor Analysis of the Styles of Handling Interpersonal Conflict: First-Order Factor Model and Its Invariance across Groups," Journal of Applied Psychology 80, 1, 122-132.