The Thomas-Killman Conflict Mode Instrument

Purpose: To help you better understand your “natural” conflict resolution style.

- No “right” or “wrong” answers.
- Be honest with yourself.
- Confidentiality. No sharing of test scores required.
The Conflict Grid

**ACCOMMODATION**
Disagreements are smoothed over so that harmony is maintained - one party gives into another.

**COMPETITION**
Win-lose power struggles are fought out, decided by the powerful, or through arbitration.

**PROBLEM-SOLVING** (Collaboration)
A process used to assess several points of view and alternatives. Solutions involve meeting the minimum.

**COMPROMISE**
Compromise, bargaining, & middle-ground positions are accepted. “Divide the pie,” win-win is not possible. Win-lose would cause negative repercussions.

**AVOIDANCE**
Neutrality is maintained at all costs. Withdrawal from the situation relieves the necessity for dealing with conflict.

**DENIAL**

Assumptions of the compromise approach:

- Pie is limited.
- Best solution is to divide the pie.
- Win-win is not possible.
- Win-lose = too many negatives.
- Everyone wins something.
- **But** everyone loses something.
Positions

Positions are...

- something one has decided as a way to settle a conflict or a difference.
- a pre-determined solution.
Problems with positions:

- Predetermined way to solve problem.
- Don’t understand real interest of parties in dispute.
- Limits creative options.
Interests

Interests are...

- needs, beliefs, values underneath positions.
- why something is important.
Examples of interests:

**Interests**
- Cost-efficiency
- Educational quality
- Stretch resources
- Community pride
- Value historic school
- Educational quality

**Positions**
- Want school consolidation
- Oppose school consolidation
Why focus on interests?

- Gets to heart of issue.
- Moves people beyond polarized positions.
- Sets stage for mutual understanding.
- Leads to group cooperation.
- Sets stage for issue re-framing.
- Sets stage for generating creative options.
Examples of two positions:

“We must consolidate our school!”

“We oppose consolidation of our school!”