

Thomas-Kilmann Conflict Mode Instrument

Participant Instructions

1. Consider situations in which you find your wishes differing from those of another person. How do you usually respond to such situations?
2. Below are several pairs of statements describing possible behavioral responses. For each pair, please circle the "A" or "B" statement which is most characteristic of your own behavior. Note that in many cases, neither "A" nor the "B" statement may be very typical of your behavior; but please select the response which you would be more likely to use. Then write in the letter "A" or "B" next to the appropriate number.

	CHOICE A	CHOICE B
1	There are times when I let others take responsibility for solving the problem.	Rather than negotiate the things on which we disagree, I try to stress those things upon which we both agree.
2	I try to find a compromise solution.	I attempt to deal with all of his/her and my concerns.
3	I am usually firm in pursuing my goals.	I might try to soothe the other's feelings and preserve our relationship.
4	I try to find a compromise solution.	I sometimes sacrifice my own wishes for the wishes of the other person.
5	I consistently seek others' help in working out a solution.	I try to do what is necessary to avoid useless tensions.
6	I try to avoid creating unpleasantness for myself.	I try to win my position.
7	I try to postpone the issue until I have had some time to think it over.	I give up some points in exchange for others.
8	I am usually firm in pursuing my goals.	I attempt to get all concerns and issues immediately out in the open.
9	I feel that differences are not always worth worrying about.	I make some effort to get my way.
10	I am firm in pursuing my goals.	I try to find a compromise solution.
11	I attempt to get all concerns and issues immediately out in the open.	I might try to soothe the other's feelings and preserve our relationship
12	I sometimes avoid taking positions which would create controversy.	I will let the other person have some of his/her positions if he/she lets me have some of mine.
13	I propose the middle ground.	I press to get my points made.
14	I tell the other person my ideas and ask for his/hers.	I try to show the other person the logic and benefits of my position
15	I might try to soothe the other's feelings and preserve our relationship.	I try to do what is necessary to avoid tensions.

CHOICE A		CHOICE B
16	I try not to hurt the other's feelings.	I try to convince the other person of the merits of my position.
17	I am usually firm in pursuing my goals.	I try to do what is necessary to avoid useless tensions.
18	If it makes others happy, I might let them maintain their views.	I will let other people have some of their positions if they let me have some of mine.
19	I attempt to get all concerns and issues immediately out in the open.	I try to postpone the issue until I have had some time to think it over.
20	I attempt to work through differences with others immediately.	I try to find fair combinations of gains and losses for both of us.
21	In approaching negotiations, I try to be considerate of the other person's wishes.	I always lean toward a direct discussion of the problem.
22	I try to find a position that is intermediate between his/hers and mine.	I assert my wishes.
23	I am very often concerned with satisfying all our wishes.	There are times when I let others take responsibility for solving the problem.
24	If the other's position seems very important to him/her, I would try to meet his/her wishes.	I try to get the other person to settle for a compromise.
25	I try to show the other person the logic and benefits of my position.	In approaching negotiations, I try to be considerate of the other person's wishes.
26	I propose the middle ground.	I am nearly always concerned with satisfying all our wishes.
27	I sometimes avoid taking positions that would create controversy.	If it makes other people happy, I might let them maintain their views.
28	I am usually firm in pursuing my goals.	I usually seek the other's help in working out a solution.
29	I propose a middle ground.	I feel that differences are not always worth worrying about.
30	I try not to hurt the other's feelings.	I always share the problem with the other person so that we can work it out.

3. When you've completed the questionnaire, use the following guide to determine your dominant (preferred) and secondary conflict handling modes. For each of the 30 items below, circle the letter "A" or "B" you selected on the above list.
4. Total the number of "A" and "B" selections in each of the five columns below.

	Competing	Collaborating	Compromising	Avoiding	Accommodating
1				A	B
2		B	A		
3	A				B
4			A		B
5		A		B	
6	B			A	
7			B	A	
8	A	B			
9	B			A	
10	A		B		
11		A			B
12			B	A	
13	B		A		
14	B	A			
15				B	A
16	B				A
17	A			B	
18			B		A
19		A		B	
20		A	B		
21		B			A
22	B		A	B	
23		A		B	
24			B		A
25	A				B
26		B	A		
27				A	B
28	A	B			
29			A	B	
30		B			A

5. Using the scoring key below, interpret your score.

**Your Scores on
The Thomas-Kilmann Conflict Mode Instrument**

	Competing	Collaborating	Compromising	Avoiding	Accommodating
High 25%	12		12	12	12
	11	12	11	11	11
	10	11	10	10	10
			9	9	9
					8
90%					
Middle 50%	9	10			7
	8		9	8	
		9			6
	7		8		
				7	
60%	6				
Low 25%		8		6	5
			7		
	5	7			
					4
	4		6	5	
30%			5		
Low 25%		6			3
	3			4	
		5			
			4		
	2			3	
10%		4			
Low 25%		3	3		2
		2	2	2	2
	1	1	1	1	1
	0	0	0	0	0
0%					

*Scores are graphed in relation to the scores of the original norm group, composed of managers at middle and upper levels of business and government organizations.

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