

BUSM 2200 – ORGANIZATIONAL BEHAVIOR

Self-Assessment – Conflict Management Style

INSTRUCTIONS

Think how you behave in conflict situations in which your wishes differ from those of one or more people. In the space to the left of each statement below write the number from the following scale that indicates how likely you are to respond that way in a conflict situation :

- 1 = Very unlikely
- 2 = Unlikely
- 3 = Likely
- 4 = Very likely

.....

_____	1.	I am usually firm in pursuing my goals.
_____	2.	I try to win my position.
_____	3.	I give up some points in exchange for others.
_____	4.	I feel that differences are not always worth worrying about.
_____	5.	I try to find a position that is intermediate between the other person's and mine.
_____	6.	In approaching negotiations, I try to be considerate of the other person's wishes.
_____	7.	I try to show the logic and benefits of my positions.
_____	8.	I always lean toward a direct discussion of the problem.
_____	9.	I try to find a fair combination of gains and losses for both of us.
_____	10.	I attempt to work through our differences immediately.
_____	11.	I try to avoid creating unpleasantness for myself.
_____	12.	I try to soothe the other person's feelings and preserve our relationships.
_____	13.	I attempt to get all concerns and issues immediately out in the open.
_____	14.	I sometimes avoid taking positions that would create controversy.
_____	15.	I try not to hurt others' feelings.

.....

SCORING

Total your score for items 1, 2, 7.	Enter that score here : <i>Competing</i>	= _____
Total your score for items 8, 10, 13.	Enter that score here : <i>Collaborating</i>	= _____
Total your score for items 3, 5, 9.	Enter that score here : <i>Compromising</i>	= _____
Total your score for items 4, 11, 14.	Enter that score here : <i>Avoiding</i>	= _____
Total your score for items 6, 12, 15.	Enter that score here : <i>Accommodating</i>	= _____

INTERPRETATION

Each of the scores above corresponds to one of the conflict management styles discussed in Chapter 18. Research indicates that each style has a role to play in management but that the best overall conflict management approach is collaboration. Only collaboration can lead to problem solving and true conflict resolution. Consider any patterns that may be evident in your scores and think about how to best handle conflict situations in which you become involved.