APPLICATION

11.3 Conflict Style Questionnaire

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 of the following situations.
2. According to the scale that follows, 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 Roomate - EVA
     Person B Old Coworker - [redacted] Macey
   - 1 = never 2 = seldom 3 = sometimes 4 = often 5 = always

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

Person A	Person B	
12. 4	4	I use my expertise to make a decision that favors me.
13. 3	3	I propose a middle ground for breaking deadlocks.
14. 4	5	I give in to the other's wishes.
15. 4	4	I try to work with the other to find solutions that satisfy both our expectations.
16. 4	5	I try to keep my disagreement to myself in order to avoid hard feelings.
17. 2	2	I generally pursue my side of an issue.
18. 4	4	I negotiate with the other to reach a compromise.
19. 4	5	I often go with the other's suggestions.
20. 4	5	I exchange accurate information with the other so we can solve a problem together.
21. 4	4	I try to avoid unpleasant exchanges with the other.
22. 2	2	I sometimes use my power to win.
23. 4	4	I use "give and take" so that a compromise can be made.
24. 4	5	I try to satisfy the other's expectations.
25. 2	2	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:

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

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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 16 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.

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12.3 Sample Items From the Ethical Leadership Style Questionnaire

Purpose

1. To develop an understanding of your ethical leadership style
2. To understand how your preferred ethical leadership style relates to other ethical leadership styles

Directions

1. Please read the following 10 hypothetical situations in which a leader is confronted with an ethical dilemma.
2. Place yourself in the role of the leader or manager in the situation.
3. For each situation, indicate with an "X" your *most preferred response*. Your most preferred response is the response that best describes why you would do what you would do in that particular situation. Choose only one response. There are no right or wrong answers.

   Response alternatives explained:

   - *I would do what is right*: This option means you follow a set of moral rules and do what is expected of you when facing an ethical dilemma. You focus on fulfilling your moral obligations and doing your duty.
   - *I would do what benefits the most people*: This option means you try to do what is best for the most people overall when facing an ethical dilemma. You focus on what will result in happiness for the largest number of individuals.
   - *I would do what a good person would do*: This option means that you pull from who you are (your character) when facing an ethical dilemma. You act out of integrity, and you are faithful to your own principles.
   - *I would do what shows that I care about my close relationships*: This option means that you give attention to your relationships when facing an ethical dilemma. You may give special consideration to those with whom you share a personal bond or commitment.
   - *I would do what benefits me the most*: This option means that you do what is best for accomplishing your personal goals and objectives when facing an ethical dilemma. You are not afraid to assert your own interests when resolving problems.
   - *I would do what is fair*: This option means that you focus on treating others fairly when facing an ethical dilemma. You try to make sure the benefits and burdens of decisions are shared equitably between everyone concerned.

Situations

1. You are the leader of a manufacturing team and learn that your employees are falsifying product quality results to sell more products. If you report the matter, most of them will lose their jobs, you may lose yours, and your company will take a significant hit to its reputation. What would you do in this situation?
   - ☐ A. I would do what is right.
   - ☐ B. I would do what benefits the most people.
   - ☐ C. I would do what a good person would do.
   - ☐ D. I would do what shows that I care about my relationships.
   - ☐ E. I would do what benefits me the most.
   - ☒ F. I would do what is fair.
2. You have an employee who has been having performance problems, which is making it hard for your group to meet its work quota. This person was recommended to you as a solid performer. You now believe the person's former manager had problems with the employee and just wanted to get rid of the person. If you give the underperforming employee a good recommendation, leaving out the performance problems, you will have an opportunity to pass the employee off to another group. What would you do in this situation?
   - ☐ A. I would do what is right.
   - ☐ B. I would do what benefits the most people.
   - ☐ C. I would do what a good person would do.
   - ☒ D. I would do what shows that I care about my relationships.
   - ☐ E. I would do what benefits me the most.
   - ☐ F. I would do what is fair.
3. Your team is hard-pressed to complete a critical project. You hear about a job opening that would be much better for one of your key employees' career. If this individual leaves the team, it would put the project in danger. What would you do in this situation?
   - ☐ A. I would do what is right.
   - ☒ B. I would do what benefits the most people.
   - ☐ C. I would do what a good person would do.
   - ☐ D. I would do what shows that I care about my relationships.
   - ☐ E. I would do what benefits me the most.
   - ☐ F. I would do what is fair.
4. An employee of yours has a child with a serious illness and is having trouble fulfilling obligations at work. You learn from your administrative assistant that this employee claimed

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40 hours on a timesheet for a week when the employee actually only worked 30 hours. What would you do in this situation?

- ☐ A. I would do what is right.
- ☐ B. I would do what benefits the most people.
- ☒ C. I would do what a good person would do.
- ☐ D. I would do what shows that I care about my relationships.
- ☐ E. I would do what benefits me the most.
- ☐ F. I would do what is fair.

5. You are a manager, and some of your employees can finish their quotas in much less than the allotted time to do so. If upper management becomes aware of this, they will want you to increase the quotas. Some of your employees are unable to meet their current quotas. What would you do in this situation?
   - ☐ A. I would do what is right.
   - ☐ B. I would do what benefits the most people.
   - ☐ C. I would do what a good person would do.
   - ☐ D. I would do what shows that I care about my relationships.
   - ☐ E. I would do what benefits me the most.
   - ☒ F. I would do what is fair.
6. You are an organization's chief financial officer, and you are aware that the chief executive officer and other members of the senior leadership team want to provide exaggerated financial information to keep the company's stock price high. The entire senior management team holds significant stock positions. What would you do in this situation?
   - ☒ A. I would do what is right.
   - ☐ B. I would do what benefits the most people.
   - ☐ C. I would do what a good person would do.
   - ☐ D. I would do what shows that I care about my relationships.
   - ☐ E. I would do what benefits me the most.
   - ☐ F. I would do what is fair.
7. Two new employees have joined your accounting team right out of school. They are regularly found surfing the internet or texting on their phones. Your accounting work regularly requires overtime at the end of the month to get the financial reports completed. These employees refuse to do any overtime, which shifts work to other team members. The other team members are getting resentful and upset. What would you do in this situation?
   - ☐ A. I would do what is right.
   - ☐ B. I would do what benefits the most people.

- ☐ C. I would do what a good person would do.
- ☐ D. I would do what shows that I care about my relationships.
- ☐ E. I would do what benefits me the most.
- ☒ F. I would do what is fair.

8. You are the director of a neighborhood food cooperative. A member—a single parent with four children—is caught shoplifting $30 in groceries from the co-op. You suspect this person has been stealing for years. You consider pressing charges. What would you do in this situation?

- ☐ A. I would do what is right.
- ☐ B. I would do what benefits the most people.
- ☒ C. I would do what a good person would do.
- ☐ D. I would do what shows that I care about my relationships.
- ☐ E. I would do what benefits me the most.
- ☐ F. I would do what is fair.

9. You have been accused of discriminating against a particular gender in your hiring practices. A new position opens up, and you could hire a candidate of the gender you've been accused of discriminating against over a candidate of another gender, even though the latter candidate has slightly better qualifications. Hiring the former candidate would let you address this accusation and improve your reputation in the company. What would you do in this situation?

- ☒ A. I would do what is right.
- ☐ B. I would do what benefits the most people.
- ☐ C. I would do what a good person would do.
- ☐ D. I would do what shows that I care about my relationships.
- ☐ E. I would do what benefits me the most.
- ☐ F. I would do what is fair.

10. You are a professor. One of your best students buys an essay online and turns it in for a grade. Later in the term, the student begins to feel guilty and confesses to you that the paper was purchased. It is the norm at the university to fail a student guilty of plagiarism. You must decide if you will flunk the student. What would you do in this situation?

- ☐ A. I would do what is right.
- ☐ B. I would do what benefits the most people.
- ☐ C. I would do what a good person would do.
- ☐ D. I would do what shows that I care about my relationships.
- ☐ E. I would do what benefits me the most.
- ☒ F. I would do what is fair.

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Scoring

To score the questionnaire, sum the number of times you selected each of the items A, B, C, D, E, and F. The sum of A responses represents your preference for *Duty Ethics*, the sum of B responses represents your preference for *Utilitarian Ethics*, the sum of C responses represents your preference for *Virtue Ethics*, the sum of D responses represents your preference for *Caring Ethics*, the sum of E responses represents your preference for *Egoism Ethics*, and the sum of F responses represents your preference for *Justice Ethics*. Place these sums in the Total Scores section that follows.

Total Scores

A. Duty Ethics: 2
B. Utilitarian Ethics: 1
C. Virtue Ethics: 2
D. Caring Ethics: 1
E. Egoism Ethics: 0
F. Justice Ethics: 4

Scoring Interpretation

The scores you received on this questionnaire provide information about your ethical leadership style; they represent your preferred way of addressing ethical dilemmas. Given a situation with an ethical dilemma, this questionnaire points to what ethical perspective is behind the choices you would make to resolve the dilemma. As you look at your total scores, your highest score represents your primary or dominant ethical leadership style, your second-highest score is the next most important, and so on. If you scored 0 for a category, it means that you put lower priority on that particular ethical approach to guide your decision making when facing ethical dilemmas.

- *If you scored higher on Duty Ethics*, it means you follow a set of moral rules and do what is expected of you when facing an ethical dilemma. You focus on fulfilling your moral obligations and doing your duty.
- *If you scored higher on Utilitarian Ethics*, it means that you try to do what is best for the most people overall when facing an ethical dilemma. You focus on what will result in happiness for the largest number of individuals.
- *If you scored higher on Virtue Ethics*, it means that you pull from who you are (your character) when facing an ethical dilemma. You act out of integrity, and you are faithful to your own principles.
- *If you scored higher on Caring Ethics*, it means that you give attention to your relationships when facing an ethical dilemma. You may give special consideration to those with whom you share a personal bond or commitment.

- *If you scored higher on Egoism Ethics*, it means that you do what is best for accomplishing your personal goals and objectives when facing an ethical dilemma. You are not afraid to assert your own interests when resolving problems.
- *If you scored higher on Justice Ethics*, it means that you focus on treating others fairly when facing an ethical dilemma. You try to make sure the benefits and burdens of decisions are shared equitably between everyone concerned.

By comparing your scores regarding each of these ethical perspectives, you can get a sense of what is important to you when addressing an ethical concern. Obviously, if you scored low on any of these categories, it suggests that you give less priority to that ethical perspective. All of the ethical perspectives have merit, so there is no "best" perspective to maintain.

This questionnaire is intended as a self-assessment exercise. Although each ethical approach is presented as a discrete category, it is possible that one category may overlap with another category. It is also possible that you may have an ethical leadership style that is not fully captured in this questionnaire. Since this questionnaire is an abridged version of an expanded questionnaire, you may wish to take the entire questionnaire to gain a more accurate reflection of your ethical approach. It can be taken at www.leaderdecisionmakingsurvey.com.