

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	A B	A B	A B	A B
Avoidance	Competition	Compromise	Accommodation	Collaboration
Total	Total	Total	Total	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.