

## THOMAS-KILMANN CONFLICT MODE QUESTIONNAIRE

Consider situations in which you find your wishes differing from those of another person. How do you usually respond to such situations?

On the following pages 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. In many cases, neither the "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.

When done answering, transfer your answers to the scoring sheet on the last page, and sum each of the columns.

1. A. There are times when I let others take responsibility for solving the problem.  
B. Rather than negotiate the things on which we disagree, I try to stress those things upon which we both agree.
  
2. A. I try to find a compromise solution.  
B. I attempt to deal with all of another's and my concerns.
  
3. A. I am usually firm in pursuing my goals.  
B. I might try to soothe the other's feelings and preserve our relationship.
  
4. A. I try to find a compromise solution.  
B. I sometimes sacrifice my own wishes for the wishes of the other person.
  
5. A. I consistently seek the other's help in working out a solution.  
B. I try to do what is necessary to avoid useless tensions.
  
6. A. I try to avoid creating unpleasantness for myself.  
B. I try to win my position.

7. A. I try to postpone the issue until I have had some time to think about it.  
B. I give up some points in exchange for others.
  
8. A. I am usually firm in pursuing my goals.  
B. I attempt to get all concerns and issues immediately out in the open.
  
9. A. I feel that differences are not always worrying about.  
B. I make some effort to get my way.
  
10. A. I am firm in pursuing my goals.  
B. I try to find a compromise solution.
  
11. A. I attempt to get all concerns and issues immediately out in the open.  
B. I might try to soothe the other's feelings and preserve our relationship.
  
12. A. I sometimes avoid taking positions which would create controversy.  
B. I will let another have some of their positions if they lets me have some of mine.
  
13. A. I propose middle ground.  
B. I press to get my points made.
  
14. A. I tell another my ideas and ask them for theirs.  
B. I try to show him the logic and benefits of my position.

15. A. I might try to soothe the other's feelings and preserve our relationship.  
B. I try to do what is necessary to avoid tension.
16. A. I try not to hurt the other's feelings.  
B. I try to convince the other person of the merits of my position.
17. A. I am usually firm in pursuing my goals.  
B. I try to do what is necessary to avoid useless tensions.
18. A. If it makes the other person happy, I might let them maintain their views.  
B. I will let the other person have some of their positions if they let me have some of mine.
19. A. I try to get all concerns and issues immediately out in the open.  
B. I try to postpone the issue until I have had some time to think it over.
20. A. I attempt to immediately work through our differences.  
B. I try to find a fair combination of gains and losses for both of us.
21. A. In approaching negotiations, I try to be considerate of the other person's feelings.  
B. I always lean toward a direct discussion of the problem.
22. A. I try to find a position that is intermediate between mine and another person's.  
B. I assert my wishes.

23. A. I am often concerned with satisfying all my wishes.  
B. There are times when I let others take responsibility for solving problems.
24. A. If the other's position seems important to them, I would try to meet their wishes.  
B. I try to get the other person to settle for a compromise.
25. A. I try to show the other person the logic and benefits of my position.  
B. In approaching negotiations, I try to be considerate of the other person's wishes.
26. A. I propose a middle ground.  
B. I am nearly always concerned with satisfying all my wishes.
27. A. I sometimes avoid taking positions that would create controversy.  
B. If it makes the other person happy, I might let them maintain their views.
28. A. I am usually firm in pursuing my goals.  
B. I feel that differences are not always worth worrying about.
29. A. I propose middle ground.  
B. I feel that differences are not always worth worrying about.
30. A. I try not to hurt the other person's feelings.  
B. I always share the problem with the other person so that we can work it out.

**SCORING THE THOMAS-KILMANN CONFLICT MODE QUESTIONNAIRE**

	<b>Competing</b>	<b>Collaborating</b>	<b>Compromising</b>	<b>Avoiding</b>	<b>Accommodating</b>
	(Forcing)	(Problem Solving)	(Sharing)	(Withdrawal)	(Smoothing)
1.				A	B
2.		B	A		
3.	A			B	
4.			A		B
5.		A		B	A
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		
23.		A		B	
24.			B		A
25.	A				B
26.		B	A		
27.				A	B
28.	A	B			
29.			A	B	
30.		B			A
<b>Total the number of letters circled in each column.</b>					
	<b>Competing</b>	<b>Collaborating</b>	<b>Compromising</b>	<b>Avoiding</b>	<b>Withdrawing</b>
	(Forcing)	(Problem Solving)	(Sharing)	(Withdrawal)	(Smoothing)
	_____	_____	_____	_____	_____