From Ed Batista: Thomas-Kilmann Conflict Modes

www.edbatista.com/2007/01/conflict_modes_.html

Competing

- · Zero-sum orientation
- Win/lose power struggle

Collaborating

- Expand range of possible options
 - Achieve win/win outcomes

ASSERTIVENESS

Focus on my needs, desired outcomes and agenda

Compromising

- · Minimally acceptable to all
- Relationships undamaged

Avoiding

- · Withdraw from the situation
 - Maintain neutrality

Accommodating

- Accede to the other party
 - Maintain harmony

COOPERATIVENESS

Focus on others' needs and mutual relationships

Most of us have a "natural" conflict resolution style that corresponds with one of the five modes shown above. But *all* of these modes can be used effectively in the right situation. It's important to develop our ability to choose the right mode and increase our level of comfort with alternative styles.

Kenneth Thomas & Ralph Kilmann, 1974. Described to me by Andrea Corney, www.acorn-od.com.

See www.kilmann.com/conflict.html or www.tinyurl.com/yunswu (Bonnie Burrell, 2001).

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From Ed Batista: Kraybill Conflict Style Inventory

www.edbatista.com/2007/01/conflict_modes_.html



Focus on relationships or agenda of others'

Ron Kraybill has developed an alternative to the Thomas-Kilmann model. Kraybill's version uses a Likert scale rather than forced-choice questions, and it provides answers for both "calm" and "storm" conditions, noting that our styles may change under stress. Kraybill also offers a version that distinguishes between "individualistic" and "collectivistic" cultures.

From Ed Batista: Managerial Styles (Mouton-Blake Grid)

www.edbatista.com/2007/01/conflict_modes_.html

Concern for PRODUCTION

Produce-or-Perish

- Emphasize rules & punishments
 - Pay-for-performance

Team

- Develop high levels of commitment
 - Aim for win/win outcomes

Middle-of-the-Road

- · Balance company goals & staff needs
- Aim for "acceptable" performance

Impoverished

- Avoid mistakes
- Mimimize responsibility

Country Club

- · Emphasize security & comfort
 - Hope for productivity

Concern for PEOPLE

Both the Thomas-Kilmann model and Ron Kraybill's alternative are based on the Managerial Style Grid, developed in 1964 by Robert Blake and and Jane Mouton.

See www.gridinternational.com and www.en.wikipedia.org/wiki/Managerial grid model.

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