



# Module 2

## Thomas-Kilmann

### Conflict Mode Instrument



Name:

## INSTRUCTIONS

Below are several pairs of statements describing 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.

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.  
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2.      a. I try to find a compromise solution.  
          b. I attempt to deal with all of his/her and my concerns.  
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3.      a. I am usually firm in pursuing my goals.  
          b. I might try to sooth the other's feelings and preserve our relationship.  
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4.      a. I try to find a compromise solution.  
          b. I sometimes sacrifice my own wishes for the wishes of the other person.  
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5.      a. I consistently seek other's help in working out a solution.  
          b. I try to do what is necessary to avoid useless tensions.  
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6.      a. I try to avoid unpleasantness for myself.  
          b. I try to win my position.  
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7.      a. I try to postpone the issue until I have had some time to think it over.  
          b. I give up some points in exchange for others.  
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8.      a. I am usually firm in pursuing my goals.  
          b. I attempt to get all concerns and issues immediately out in the open.  
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9.      a. I feel that differences are not always worth 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 sooth the other’s feelings and preserve or relationship.
- 
12. a. I sometimes avoid taking positions which would create controversy.  
b. I will let him/her have some of his/her position if he/she lets me have some of mine.
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13. a. I propose a middle ground.  
b. I press to get my points made.
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14. a. I tell him/her my ideas and ask him/her for his/hers.  
b. I try to show him/her the logic and benefits of my position.
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15. a. I put myself in the place of the other to understand him/her well.  
b. I prefer to meditate thoroughly before deciding what to do.
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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.
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17. a. I am usually firm in pursuing my goals.  
b. I try to do what is necessary to avoid useless tension.
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18. a. If it makes the other person happy, I might let him/her maintain his/her views.  
b. I will let him/her have some of his/her position if he/she lets me have some of mine.
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19. a. I attempt 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.
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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 wishes.  
b. I always lean toward a direct discussion of the problem.
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22. a. I try to find a position that I intermediate between his/her and mine.  
b. I assert my wishes.
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23. a. I am very often concerned with satisfying all our wishes.  
b. There are times when I let others take responsibility for solving the problem.
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24. a. If the other's position seems very important to him/her, I would try to meet his/her wishes.  
b. I try to get him/her to settle for a compromise.
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25. a. I try to show him/her the logic and benefits of my position.  
b. In approaching negotiations, I try to be considerate of the other person's wishes.
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26. a. I propose a middle ground.  
b. I am nearly always concerned with satisfying all our wishes.
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27. a. I sometimes avoid taking positions that would create controversy.  
b. If it makes the other person happy, I might let him/her maintain his/her view.
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28. a. I am usually firm in pursuing my goals.  
b. I usually seek the other's help in working out a solution.
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29. a. I propose a middle ground.  
b. I feel that differences are not always worth worrying about.
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30. a. I try not to hurt the other's feelings.  
b. I always share the problem with the other person so that we can work it out.

SCORING

Competing	Collaborating	Compromising	Avoiding	Accommodating
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1. \_\_\_\_\_ A \_\_\_\_\_ B \_\_\_\_\_
2. \_\_\_\_\_ B \_\_\_\_\_ A \_\_\_\_\_
3. \_ A \_\_\_\_\_ B \_\_\_\_\_
4. \_\_\_\_\_ A \_\_\_\_\_ B \_\_\_\_\_
5. \_\_\_\_\_ A \_\_\_\_\_ B \_\_\_\_\_
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 \_\_\_\_\_

Competing	Collaborating	Compromising	Avoiding	Accommodating
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## PROFILE SCORE

T.K.2

	Competing	Collaborating	Compromising	Avoiding	Accommodating	
High 25%	100%	12		12	12	12
		11		11	11	11
		10	12	10	10	10
			11		9	9
	90%					8
		9	10			
	80%	8		9	8	7
			9			
		7		8		6
				7		
	6	8				
			7	6	5	
	5					
		7				
				5	4	
	4		6			
		6	5			
	3			4	3	
		5	4			
	2			3		
		4				
	1	3	3			
	0	2	2	2	2	
		1	1	1	1	
		0	0	0	0	
0%						