Thomas–Kilmann Conflict Mode Instrument

Thomas-Kilman Conflict Resolution Model

- Competing: The goal is 'to win'
- Collaborating: The goal is 'to find a win-win solution'
- Compromising: The goal is 'to find a middle ground'
- Avoiding: The goal is 'to delay'
- Accommodating: The goal is 'to yield'

Uncooperative to Cooperative
Attempting to satisfy others' concerns
Conflict Resolution Styles

**Competing** is assertive and uncooperative, a power-oriented mode. When competing, an individual pursues his or her own concerns at the other person’s expense, using whatever power seems appropriate to win his or her position. Competing might mean standing up for your rights, defending a position you believe is correct, or simply trying to win.

**Collaborating** is both assertive and cooperative. When collaborating, an individual attempts to work with the other person to find a solution that fully satisfies the concerns of both. It involves digging into an issue to identify the underlying concerns of the two individuals and to find an alternative that meets both sets of concerns. Collaborating between two persons might take the form of exploring a disagreement to learn from each other’s insights, resolving some condition that would otherwise have them competing for resources, or confronting and trying to find a creative solution to an interpersonal problem.
Conflict Resolution Styles

**Compromising** is intermediate in both assertiveness and cooperativeness. When compromising, an individual has the objective of finding an expedient, mutually acceptable solution that partially satisfies both parties. Compromising falls on a middle ground between competing and accommodating, giving up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding but doesn’t explore it in as much depth as collaborating. Compromising might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground position.

**Avoiding** is unassertive and uncooperative. When avoiding, an individual does not immediately pursue his or her own concerns or those of the other person. He or she does not address the conflict. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation.

**Accommodating** is unassertive and cooperative—the opposite of competing. When accommodating, an individual neglects his or her own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person’s order when you would prefer not to, or yielding to another’s point of view.
Your TKI Profile

Your profile of TKI scores, shown below, indicates the repertoire of conflict-handling modes you use in the kinds of conflicts you face. Your scores are arranged in descending order by percentile, with your highest score indicating your most frequently used conflict mode.

<table>
<thead>
<tr>
<th>MODE</th>
<th>RAW SCORE</th>
<th>PERCENTILE SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCOMMODATING</td>
<td>8</td>
<td>87%</td>
</tr>
<tr>
<td>COMPETING</td>
<td>7</td>
<td>79%</td>
</tr>
<tr>
<td>COMPROMISING</td>
<td>8</td>
<td>58%</td>
</tr>
<tr>
<td>AVOIDING</td>
<td>4</td>
<td>22%</td>
</tr>
<tr>
<td>COLLABORATING</td>
<td>3</td>
<td>7%</td>
</tr>
</tbody>
</table>
Competing

Uses
- When quick, decisive action is vital—for example, in an emergency
- On important issues when unpopular courses of action need implementing—for example, cost cutting, enforcing unpopular rules, discipline
- On issues vital to company welfare when you know you’re right
- When you need to protect yourself from people who take advantage of noncompetitive behavior

Signs of overuse
- Are you surrounded by “yes” people?
  If so, perhaps it’s because they have learned that it’s unwise to disagree with you or have given up trying to influence you. This closes you off from information.
- Are others afraid to admit ignorance and uncertainties to you?
  In a competitive climate, one must fight for influence and respect, acting more certain and confident than one feels. This means that people are less able to ask for information and opinions—they are less likely to learn.
Signs of underuse

- *Feeling powerless in situations.*
  People who underuse competing may be unaware of the power they have, unskilled in its use, or uncomfortable with the idea of using it. This may hinder their effectiveness by restricting their influence.

- *Having trouble taking a firm stand, even when one sees the need.*
  Concerns for others’ feelings or anxieties about the use of power can cause vacillation, which may result in postponing the decision and adding to the suffering and/or resentment of others.
Collaborating

Uses
- When you need to find an integrative solution and the concerns of both parties are too important to be compromised
- When your objective is to learn and you wish to test your assumptions and understand others’ views
- When you want to merge insights from people with different perspectives on a problem
- When you want to gain commitment by incorporating others’ concerns into a consensual decision
- When you need to work through hard feelings that have been interfering with a relationship

Signs of overuse
- *Spending time discussing issues in depth that don’t seem to warrant it.*
  Collaboration takes time and energy. Trivial problems don’t require optimal solutions, and not all personal differences need to be hashed out. Overusing collaboration and consensus sometimes represents a desire to minimize risk—by diffusing responsibility or postponing action.
- *Failing to elicit collaborative responses from others.*
  The exploratory nature of collaborative behavior may make it easy to disregard, and others may take advantage of the trust and openness shown. Overusers may miss signs of defensiveness, competitiveness, or conflicting interests.
Collaborating

Signs of underuse

- *Do you sometimes find yourself too sensitive or embarrassed to engage in the give-and-take of bargaining?*
  
  This reticence can keep you from getting a fair share in negotiations—for yourself, your team, or your organization.

- *Do you sometimes find it difficult to make concessions?*
  
  Without this safety valve, you may have trouble gracefully getting out of mutually destructive arguments, power struggles, and so on.
Compromising

Uses

- When goals are moderately important but not worth the effort or the potential disruption involved in using more assertive modes
- When two opponents with equal power are strongly committed to mutually exclusive goals—as in labor–management bargaining
- When you want to achieve a temporary settlement of a complex issue
- When you need to arrive at an expedient solution under time pressure
- As a backup mode when collaboration or competition fails

Signs of overuse

- Do you concentrate so heavily on the practicalities and tactics of compromise that you sometimes lose sight of larger issues? Doing so may lead to unintended and costly compromises of principles, values, long-term objectives, or company welfare.

- Does an emphasis on bargaining and trading create a cynical climate of gamesmanship? Such a climate may undermine interpersonal trust and deflect attention from the merits of the issues being discussed.
Compromising

Signs of underuse

- *Is it difficult for you to see differences as opportunities for joint gain, learning, or problem solving?* Although conflict situations often involve threatening or unproductive aspects, approaching all conflicts with pessimism can prevent you from seeing collaborative possibilities and thus deprive you of the mutual gains and satisfactions that accompany successful collaboration.

- *Are others uncommitted to your decisions or policies?* Perhaps their concerns are not being incorporated into those decisions or policies.
Avoiding

Uses
- When an issue is unimportant or when other, more important issues are pressing.
- When you perceive no chance of satisfying your concerns—for example, when you have low power or you are frustrated by something that would be very difficult to change.
- When the potential costs of confronting a conflict outweigh the benefits of its resolution.
- When you need to let people cool down—to reduce tensions to a productive level and to regain perspective and composure.
- When gathering more information outweighs the advantages of an immediate decision.
- When others can resolve the issue more effectively.
- When the issue seems tangential or symptomatic of another, more basic issue.

Signs of overuse
- Causing coordination to suffer because people have trouble getting one’s input on issues.
- Creating an atmosphere of “walking on eggshells.” Sometimes a disproportionate amount of energy is devoted to caution and avoiding issues, indicating that those issues need to be faced and resolved.
- Decisions on important issues getting made by default.
Avoiding

Signs of underuse

- *Do you sometimes find yourself hurting people’s feelings or stirring up hostilities?*  
  You may need to exercise more discretion and tact, framing issues in nonthreatening ways.

- *Do you sometimes feel harried or overwhelmed by a number of issues?*  
  You may need to devote more time to setting priorities—that is, deciding which issues are relatively unimportant and perhaps delegating them to others.
Accommodating

Uses

- When you realize that you are wrong—to allow a better solution to be considered, to learn from others, and to show that you are reasonable
- When the issue is much more important to the other person than it is to you—to satisfy the needs of others and as a goodwill gesture to help maintain a cooperative relationship
- When you want to build up social credits for later issues that are important to you
- When you are outmatched and losing and more competition would only damage your cause
- When preserving harmony and avoiding disruption are especially important
- When you want to help your employees develop by allowing them to experiment and learn from their mistakes

Signs of overuse

- Do you feel that your ideas and concerns sometimes don’t get the attention they deserve? Deferring too much to the concerns of others can deprive you of influence, respect, and recognition. It can also deprive the organization of your potential contributions.
- Is discipline lax? Although discipline for its own sake may be of little value, some rules, procedures, and assignments are crucial and need to be enforced. Accommodating on these issues may harm you, others, or the organization.
Accommodating

Signs of underuse

- Having trouble building goodwill.
  Accommodating on minor issues that are important to others is a gesture of goodwill.

- Being viewed as unreasonable.

- Having trouble admitting when one is wrong.

- Failing to recognize legitimate exceptions to the rules.

- Refusing to give up.
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uncooperative ← attempting to satisfy others’ concerns → cooperative