

COMMUNICATION STYLES ASSESSMENT- THOMAS KLINGMAN

Remember, Choose A or B- whichever is closest to what you would do in a conflict situation.

1. A. I am usually firm in pursuing my goals.
B. I might try to soothe the other person's feelings and preserve their concerns.
2. A. I try to find a compromise solution.
B. I try to deal with all my and the other person's concerns.
3. A. I sometimes let others take responsibility for solving the problem.
B. I try to stress our areas of agreement when conflicts arise.
4. A. I try hard to get the other person involved in working out a solution.
B. I try to avoid useless tensions.
5. A. I try to find a compromise solution.
B. I sometimes sacrifice my wishes for the wishes of the other person.
6. A. I try to avoid creating unpleasantness for myself.
B. I try to win my position.
7. A. I like postponing the issue until I have time to think it over.
B. I will give up some points in exchange for some others.
8. A. Differences are not always worth worrying about.
B. I try to get my way.
9. A. I am firm in pursuing my goals.
B. I try to find a compromise solution.
10. A. I get all concerns and issues immediately out in the open.
B. I might try to soothe the other person's feelings and preserve the relationship.
11. A. I try to minimize conflict.
B. I will let the other person have some of their positions if they let me have some of mine.
12. A. I always try to propose a middle ground.
B. I press to get my points made.
13. A. I tell them my ideas and ask for his or hers.
B. I try to show them the logic and benefits of my position.
14. A. I might try to soothe the other person's feelings and preserve our relationship.
B. I try to do what is necessary to avoid tension.
15. A. I try not to hurt others' feelings.
B. I try to convince the other person of the merits of my position.
16. A. I am usually firm in pursuing my goals.
B. I try to do whatever is necessary to avoid tension.

17. A. If it makes the other person happy, I might let them maintain their views.
 B. I will let him have some of their positions if they let me have some of mine.
18. A. I immediately work through our differences.
 B. I try to find a suitable combination of gains and losses for us.
19. A. I am very often concerned with satisfying all our wishes.
 B. I sometimes let others take responsibility.
20. A. I am usually firm in pursuing my goals.
 B. I usually seek others' help in working out a solution.

SCORING THE THOMAS-KLINGMAN CONFLICT MODE INSTRUMENT

Circle the letter below, which you circled each item of the questionnaire.

	Competing <i>(Forcing)</i>	Collaborating <i>(Problem-Solving)</i>	Compromising <i>(Sharing)</i>	Avoiding <i>(Withdrawal)</i>	Accommodating <i>(Smoothing)</i>
1	A				B
2		B	A		
3				A	B
4		A		B	
5			A		B
6	B			A	
7			B	A	
8	B			A	
9	A		B		
10		A			B
11			B	A	
12		B	A		
13	B	A			
14				B	A
15	A			B	
16	A			B	
17			B		A
18		A	B		
19		A		B	
20			B		A

Now total the number of items circled in each column.

Competing	Collaborating	Compromising	Avoiding	Accommodating
<i>In which column did you receive the highest score?</i> <i>That is your preferred style of managing conflict.</i>				