

THOMAS-KILMANN CONFLICT MODE INSTRUMENT

- 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 on which we both agree.
- 2.** A. I try to find a compromise solution.
B. I attempt to deal with all of his/her 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 it over.
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 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 soothe the other's feelings and preserve our relationship.
- 12.** A. I sometimes avoid taking positions that would create controversy.
B. I will let the other person have some of his/her positions if he/she lets me have some of mine.
- 13.** A. I propose a middle ground.
B. I press to get my points made.
- 14.** A. I tell the other person my ideas and ask for his/hers.
B. I try to show the other person 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 tensions.
- 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 other people happy, I might let them maintain their views.
B. I will let other people have some of their positions if they let me have some of mine.
- 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.
- 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.
- 22.** A. I try to find a position that is intermediate between his/hers and mine.
B. I assert my wishes.
- 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.
- 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 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 our wishes.
- 27.** A. I sometimes avoid taking positions that would create controversy.
B. If it makes other people happy, I might let them maintain their views.
- 28.** A. I am usually firm in pursuing my goals.
B. I usually seek the other's help in working out a solution.
- 29.** A. I propose a middle ground.
B. I feel that differences are not always worth worrying about.
- 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 THE TKI® ASSESSMENT

Circle the letters below that correspond to your answers on the assessment.

| | Competing (forcing) | Collaborating (problem solving) | Compromising (sharing) | Avoiding (withdrawing) | Accommodating (smoothing) |
|-----|------------------------|------------------------------------|---------------------------|---------------------------|------------------------------|
| 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 |

Total number of items circled in each column:

| | | | | |
|-----------|---------------|--------------|----------|---------------|
| Competing | Collaborating | Compromising | Avoiding | Accommodating |
|-----------|---------------|--------------|----------|---------------|