Analyze Your Conflict Management Style:  
The Thomas Kilman Instrument

Think of two different situations where you have a conflict, disagreement, argument, or disappointment with someone. An example might be a co-worker or someone you live with. Then, according to the following scale, fill in your scores for situation A and situation B. For each question, you will have two scores.
For example, on question #1 the scoring might look like this: 1. 2/4.

Write the name of each person for the two situations here:

Person A_________________________________
Person B_________________________________

1 = never  
2 = seldom  
3 = sometimes  
4 = often  
5 = always

Person | Person
A | B

1. ___ I avoid being “put on the spot”; I keep conflicts to myself.
2. ___ I use my influence to get my ideas accepted.
3. ___ I usually try to split the difference to resolve an issue.
4. ___ I generally try to satisfy the others’ needs.
5. ___ I try to investigate an issue to find a solution acceptable to us.
6. ___ I usually avoid open discussion of my differences with the other.
7. ___ I use my authority to make a decision in my favor.
8. ___ I try to find a middle course to resolve an impasse.
9. ___ I usually accommodate to the other’s wishes.
10. ___ I try to integrate my ideas with the other’s to come up with a joint decision.
11. ___ I try to stay away from disagreement with the other.
12. ___ I use my expertise to make a decision that favors me.
13. ___ I propose a middle ground for breaking deadlocks.
14. ___ I give in to the other’s wishes.
15. ___ I try to work with the other to find solutions that satisfy both our expectations.
16. ___ I try to keep my disagreement to myself in order to avoid hard feelings.
17. ___ I generally pursue my side of the issue.
18. ___ I negotiate with the other to reach a compromise.
19. ___ I often go with the other’s suggestions.
20. ___ I exchange accurate information with the other so we can solve a problem together.
21. ___ I try to avoid unpleasant exchanges with the other.
22. ___ I sometimes use my power to win the argument.
23. ___ I use “give and take” so that a compromise can be made.
24. ___ I try to satisfy the other’s expectations.
25. ___ I try to bring all our concerns out in the open so that issues can be resolved.
Scoring: Add up your scores on the following question

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Total Score:       ___|___       ___|___       ___|___       ___|___

Avoidance Score:

Competition Score:

Compromise Score:

Accommodation Score:

Collaboration Score: