

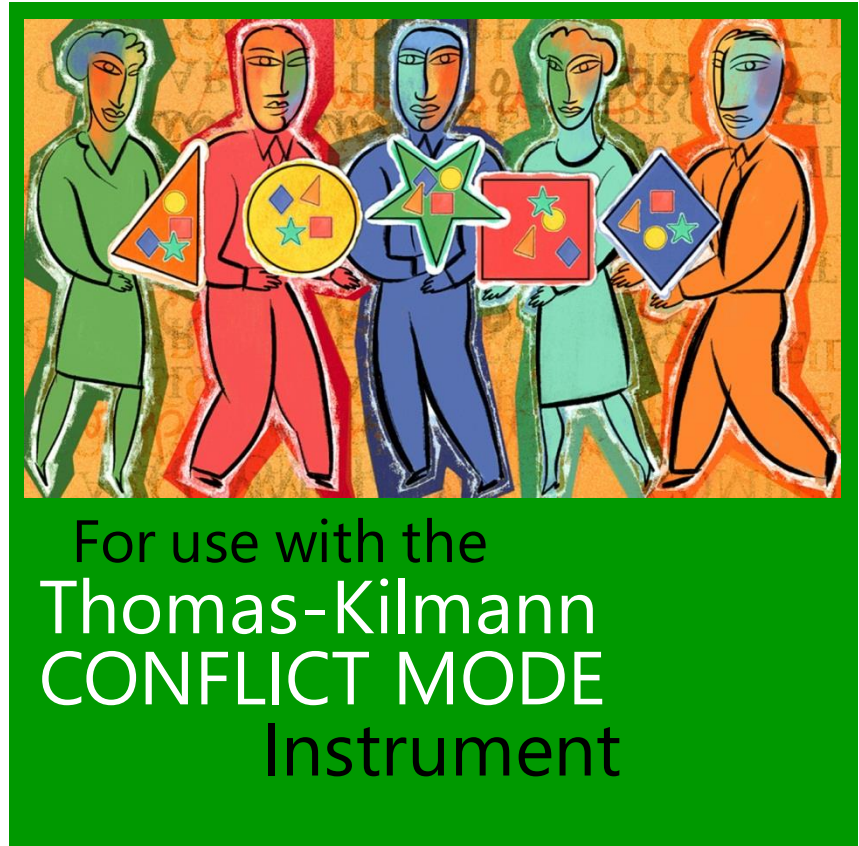


Self- Knowledge Video

Your path
to realizing
self-
awareness

TKI: Part 1

WELCOME TO THE CONFLICT MODE WORKSHOP



RM-1



Conflict is . . .

any situation
in which your
concerns or desires
differ from those of
another person



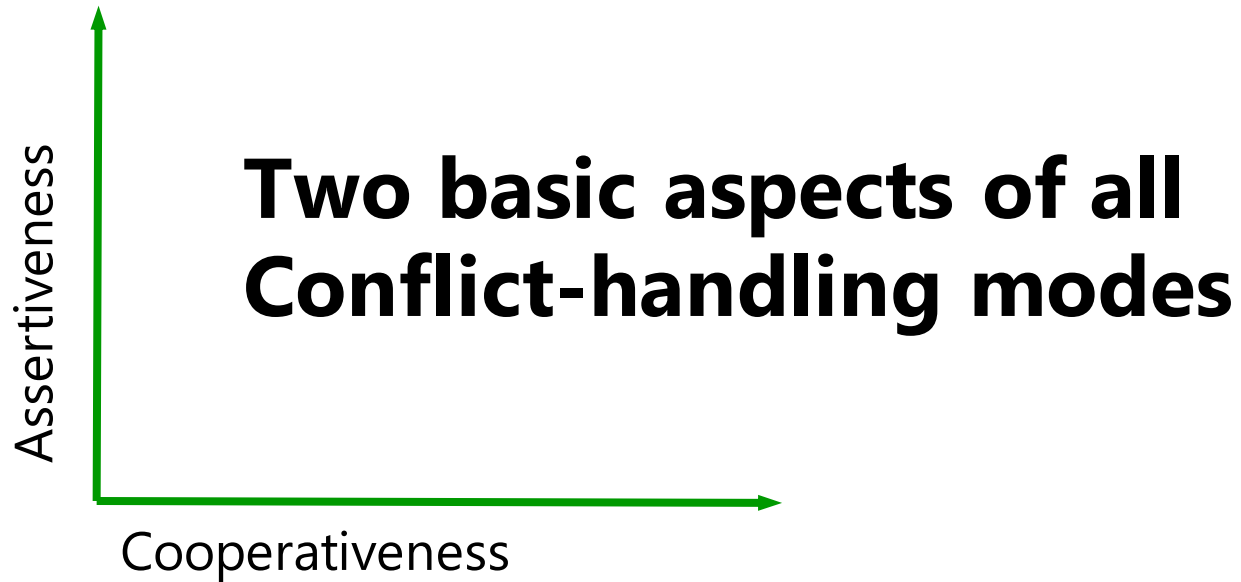
RM-2

Objectives

- Become more aware of your own conflict style
- Recognize the conflict styles of others
- Assess conflict situations
- Practice using different conflict modes



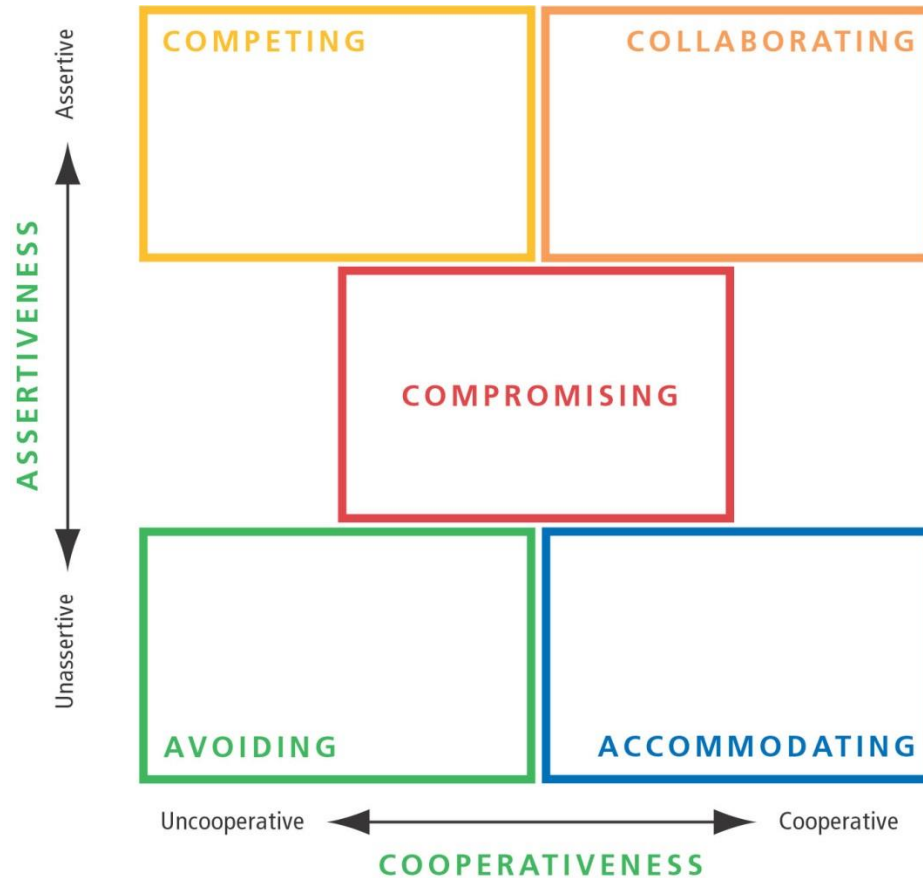
Understanding the Conflict Modes



Your Conflict Mode = Skill + Situation



The Five Conflict-Handling Modes



RM-5

Skills have two components:

1. Being able to realize the benefits of a mode
2. Being able to minimize the costs of that mode

RM-5

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From Thomas-Kilmann Conflict Mode Instrument by K. W. Thomas and R. H. Kilmann, 1974, 2000. Mountain View, CA: Xicom, Incorporated, subsidiary of CPP, Inc. Copyright 1974, 2000 by CPP, Inc. Used with permission.

End TKI Part 1

- Join me for a description of each of the conflict modes in Part 2
 - Competing
 - Accommodating
 - Avoiding
 - Collaborating
 - Compromising



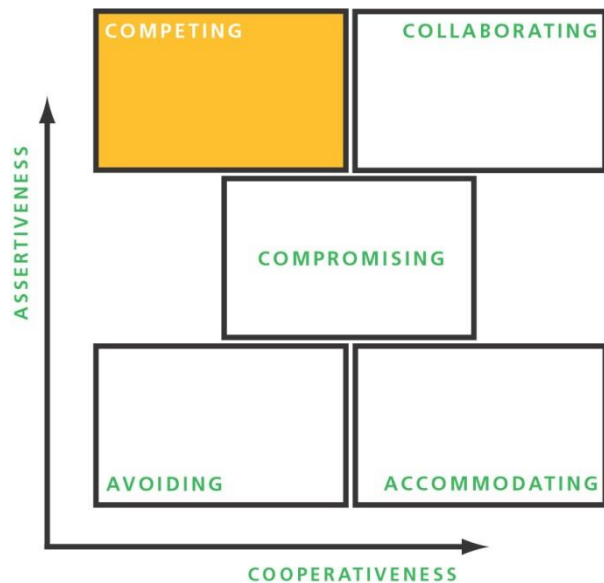
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TKI: Part 2

Competing

“My way or the highway”



- Taking quick action
- Making unpopular decisions
- Standing up for vital issues
- Protecting yourself

- Benefits?



RM-6

Competing Skills

- Arguing or debating
- Using rank, position, or influence
- Asserting your opinions and feelings
- Standing your ground
- Stating your position clearly



Overuse of Competing

- Lack of feedback
- Reduced learning
- Low empowerment
- Surrounded by “yes people”
- What else?



RM-8

Underuse of Competing

- Restricted influence
- Indecision
- Delayed action
- Withholding of contributions



RM-9

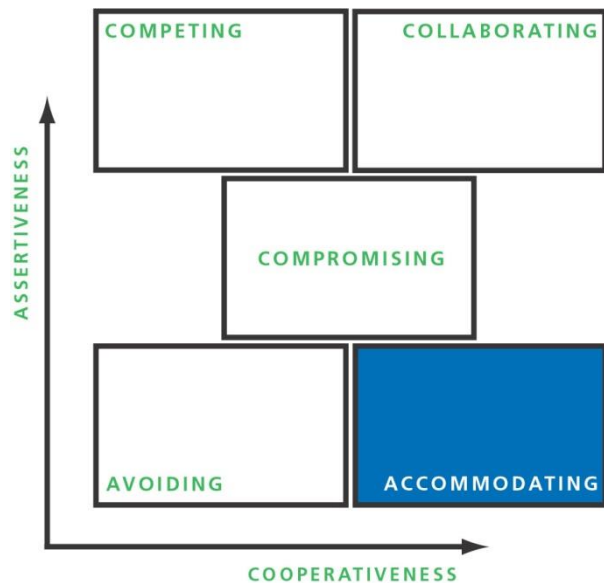
When to use Competing:

- When you know you're right
- When unpopular actions needed or quick decisive action
- When under attack
- When consensus fails
- When people are too considerate



Accommodating

“It would be my pleasure”



- Showing reasonableness
- Developing performance
- Creating goodwill
- Keeping “peace”
- Retreating
- Maintaining perspective



RM-10

Accommodating Skills

- Forgoing your desires
 - Selflessness
 - Obedience
 - Ability to yield
-
- Benefits?



RM-11

Overuse of Accommodating

- Overlooked ideas
- Restricted influence/sacrificed concerns
- Loss of contribution
- Loss of respect/motivation
- Anarchy



RM-12

Underuse of Accommodating

- Lack of rapport
- Low morale
- By-the-book reputation
- Inability to yield



RM-13

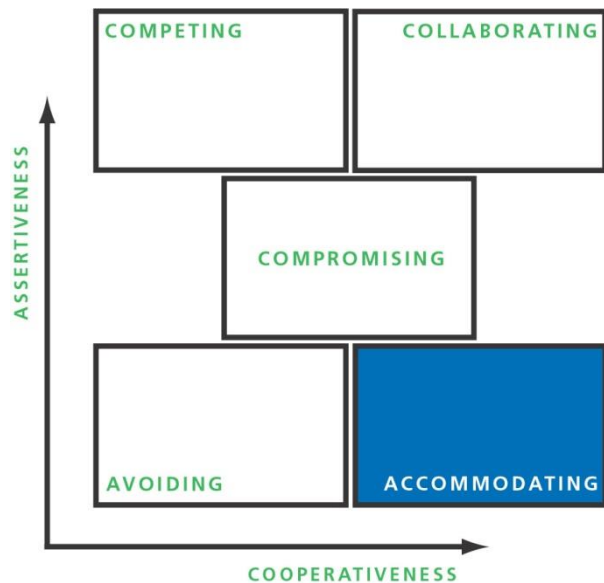
When to use Accommodating:

- Don't fall into pattern of appeasing
- Yield to better position when persuaded
- Concede when you're overruled
- Make a small sacrifice when important to others
- Accommodate to clean up hard feelings



Avoiding

“I’ll think about it tomorrow”



- Leaving unimportant issues alone
- Reducing tensions
- Buying time
- Knowing your limitations
- Allowing others ownership
- Recognizing issues as symptoms



RM-14

Avoiding Skills

- Withdrawing
- Sidestepping
- Sense of timing
- Ability to leave things unresolved
- Benefits?



RM-15

Overuse of Avoiding

- Lack of input from you
- Decisions made by default
- Festering issues - resentment, delays
- Climate of caution - degraded communication/decision-making



RM-16

Underuse of Avoiding

- Hostility/hurt feelings
- Work overload—too many causes
- Lack of prioritization/delegation



RM-17

Deciding when to Avoid:

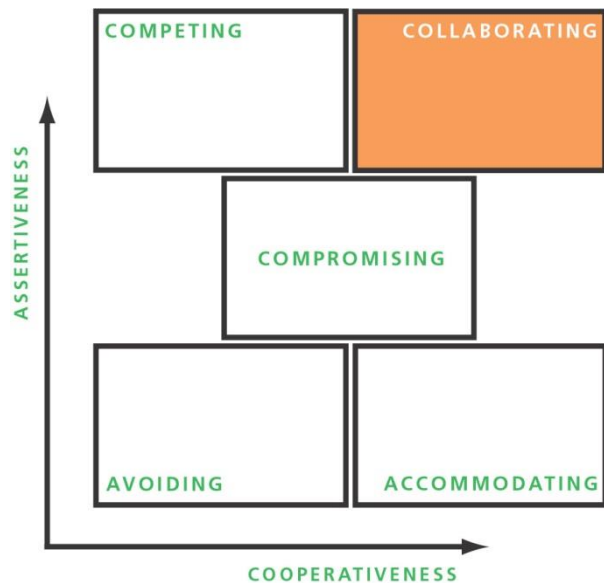
- Try not to avoid people
- Avoid emotional conflicts
- Avoid issues where little can be gained
- Know when to postpone an issue



RM-17

Collaborating

“Two heads are better than one”



- Integrating solutions
- Learning
- Merging perspectives
- Gaining commitment
- Improving relationships



RM-18

Collaborating Skills

- Ability to listen, understand, and empathize
- Nonthreatening confrontation
- Input analysis
- Identifying underlying concerns
- Benefits?



Overuse of Collaborating

- Too much time on trivial matters
- Diffused responsibility
- People who take advantage
- Work overload



RM-20

Underuse of Collaborating

- Mutual gains deprivation
- Lack of commitment
- Low empowerment
- Loss of innovation



RM-21

Deciding when to Collaborate:

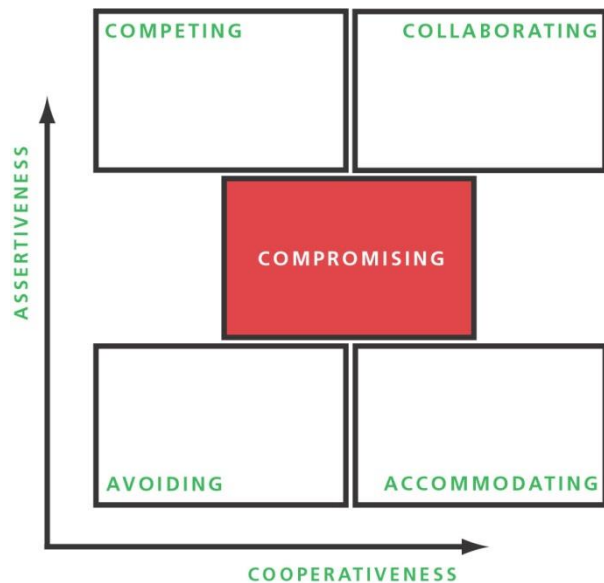
- Recognize (and build) the conditions that enable collaboration
- Try to collaborate on important issues



RM-21

Compromising

“Let’s make a deal”



- Resolving issues of moderate importance
- Reaching resolution with equal power and strong commitment
- Creating temporary solutions
- Dealing with time constraints
- Backing up competing/ collaborating



RM-22

Compromising Skills

- Negotiating
- Finding a “middle ground”
- Making concessions
- Assessing value
- Benefits?



RM-23

Overuse of Compromising

- Loss of big-picture perspective
- Lack of trust
- Cynical climate
- Costs:
 - Partially sacrificed concerns
 - Suboptimal solutions
 - Superficial understandings



RM-24

Underuse of Compromising

- Unnecessary confrontations
- Frequent power struggles
- Inability to negotiate effectively



When to use Compromising:

- Try not to compromise on vital issues
- Take turns bearing small costs
- Compromise on significant issues when competing and collaborating aren't practical



End TKI Part 2

- I hope you have some important takeaways from these 5 conflict modes.
- Join me for other self-knowledge video soon.