

Thomas-Kilmann Conflict Mode Instrument (Variant)

Choose either A or B by circling your choice at the left •• Be careful. This is tricky!

A	1	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 upon which we both agree.
A	2	I try to find a compromise solution.
B		I attempt to deal with all of his/her and my concerns.
A	3	I am usually firm in pursuing my goals
B		I might try to soothe the other's feeling and preserve our relationship.
A	4	I try to find a compromise solution.
B		I sometimes sacrifice my own wishes for the wishes of others.
A	5	I consistently seek the other's help in working out a solution.
B		I try to do what is necessary to avoid useless tensions.
A	6	I try to avoid creating unpleasantness for myself
B		I try to win my position.
A	7	I try to postpone the issue until I have had time to think it over.
B		I give up some points in exchange for others.
A	8	I am usually firm in pursuing my goals.
B		I attempt to get all concerns and issues out in the open.
A	9	I feel that differences are not always worth worrying about.
B		I make some effort to get my way.
A	10	I am firm in pursuing my goals.
B		I try to find a compromise solution.
A	11	I attempt to get all concerns and issues out in the open.
B		I might try to sooth the other's feelings to preserve our relationship
A	12	I sometimes avoid taking positions which would create controversy.
B		I will let the other person have some of his/her positions if s/he lets me have some of mine.
A	13	I propose a middle ground.
B		I press to get my points made.
A	14	I tell the other person my ideas and ask for his/hers.

B		I try to show others the logical benefits of my position.
A	15	I might try to sooth the other's feelings to preserve our relationship
B		I try to do what is necessary to avoid tensions.
A	16	I try not to hurt the other's feelings.
		I try to convince others of the merits of my position.
A	17	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.
A	18	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 will let me have some of mine.
A	19	I attempt to get all concerns quickly out in the open.
B		I try to postpone the issue until I've thought about it.
A	20	I attempt to immediately work through our differences.
B		I try to find a fair combination of gains and losses for each of us

Scoring sheet

Item Number	Competing (Forcing)	Collaborating (Problem Solving)	Compromising (Sharing)	Avoiding (Withdrawal)	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		B			A
18			B		A
19		A		B	
20		A	B		

Total up the number of items circled in each column and indicate below:

	Competing	Collaborating	Compromising	Avoiding	Accommodating
Total					