

Conflict Style Report



Warner, Jon

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Conflict Styles Profile

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Introduction

Conflict is often perceived as being negative, destructive and undesirable. Many people go to great lengths to deny the existence of conflict, or to avoid dealing with it, even when they acknowledge its existence.

This is because conflict is conventionally perceived as being synonymous with fighting and the creation of winners and losers.

In the workplace, for example, managers often deny or gloss over the existence of conflict, wrongly believing that there is little or no valid reason for it, or preferring to see it as a 'normal' struggle about power.

However conflict is a natural part of everyone's working and personal life. This is because individuals and groups of all sizes and types have values, needs, feelings and resources which differ from those held by other individuals and groups. This inevitably leads to conflict between individuals, in families, organizations, societies and countries.

Conflict in itself is not problematic. However it can be destructive if it isn't successfully channeled and resolved.

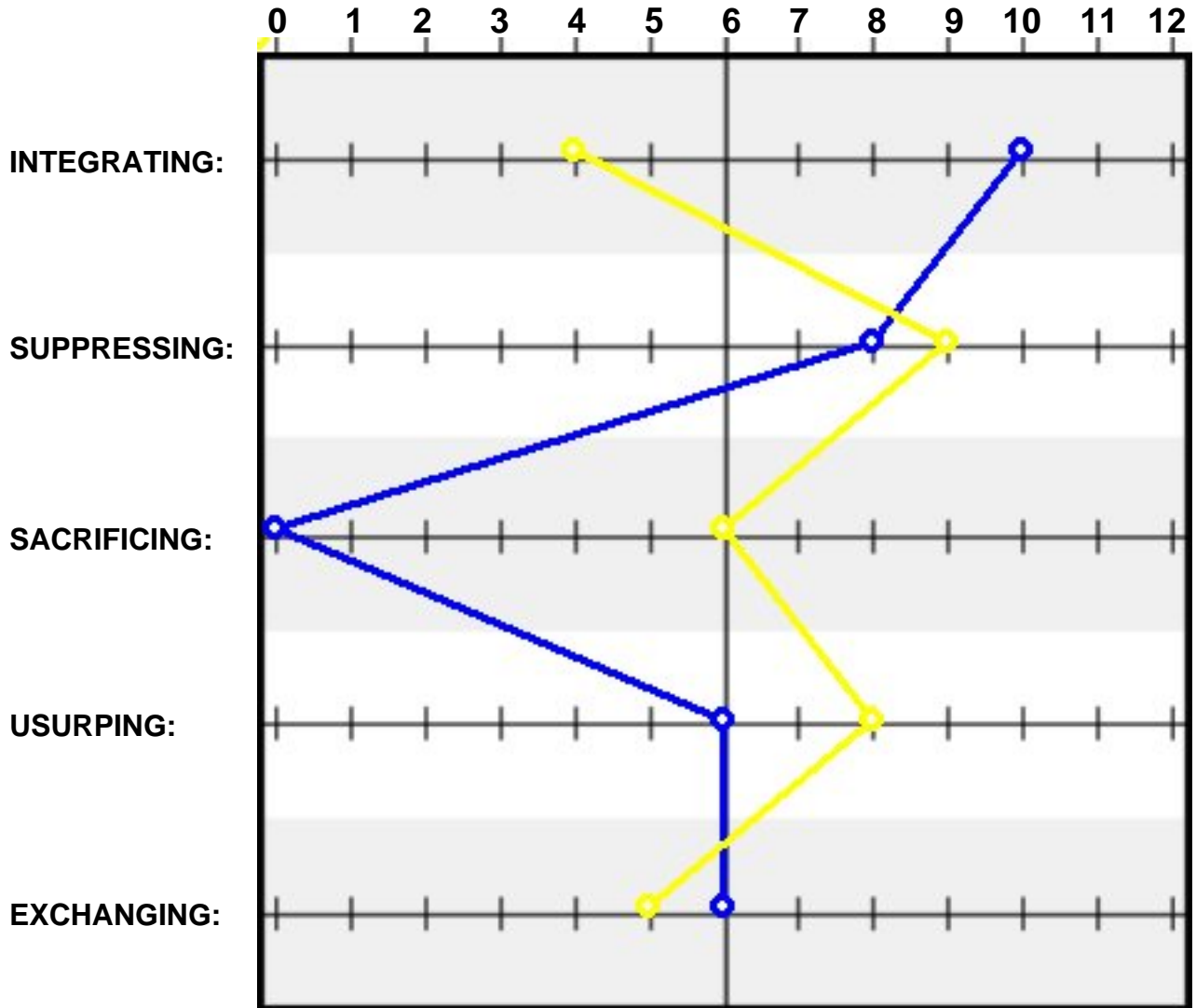
If handled properly, conflict can highlight problems that need to be rectified, lead to new ideas and behavior, enhance communication, and foster better long term relationships between individuals and groups.

Although we frequently encounter conflict in our working and personal lives, many of us lack a sound understanding of the process, skills and techniques that can be used to resolve conflict constructively. Greater mastery of these skills can therefore help us greatly in dealing with people and problems in many different circumstances.

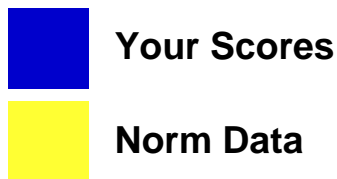
This Conflict Style profile describes a highly collaborative and communicative approach to conflict resolution and a methodology for looking at the context in which conflict arises in the first place.

Conflict Style Profile For: Warner,Jon

Your Results



Your dominating conflict style is therefore 'Integrating'



Conflict Style Profile

YOUR RESULTS

The five styles represent categories of skills, strategies and behaviors that individuals typically use when dealing with a conflict situation. As such, most individuals are likely to score on all five scales. This means that they are likely to use each of these styles to a greater or lesser extent in most conflict handling circumstances.

Each of these five styles are represented by a horizontal bar that runs from 0 (no use is made of this style) to 12 (extremely high use is made of this style). Each of your total scores should now be plotted on the graph.

As with any instruments of this kind, there are never any right or wrong answers in terms of individual scores or an overall 'optimal' profile. However, you can review your graph in relation to the yellow line already drawn on the graph. Your score may be the same or less than these average scores from previous users of this instrument. This therefore provides the opportunity to make a general comparative judgment about the implications for you in terms of how you might handle future conflict situations (relative to the style of others).

It should be remembered at all times, that individuals are unique and complex in terms of the behavior that they might adopt. In addition, every conflict situation is always at least slightly different and with its own unique characteristics. In combination, this entails that high and low scores in each of the five styles cannot be read as 'good' or 'bad'. In other words, your conflict style should be viewed as highly 'situationally dependent'. As a result, you should view your scores on the graph as a general indicator of the styles that you use the most, and reflect upon whether future conflicts (in broad terms) may be better handled if you used some styles more and others less than you do now.

Conflict Style Profile

USING THE CONFLICT STYLES questionnaire TO HELP YOU IN THE FUTURE

This instrument is designed to measure how an individual is likely to behave in most conflict situations. This does not mean minor conflict situations or 'tiffs' that are solved almost as quickly as they arise on an everyday basis. Instead, we are referring to significant conflicts that tend to stimulate and arouse deeper emotional reactions to the circumstances.

Unfortunately, conflict often arises for a range of reasons and in a variety of circumstances which is likely to be extremely influential in how two 'parties' look to deal with that conflict. Before we therefore look at individual behavior, it is valuable to look at the 'environmental' or 'situational' or 'contextual' factors that need to be considered.

In any conflict or dispute, two parties (which may be individuals or groups of people) are at reasonable odds with one another. This 'incompatibility' can be 'situationally' seen to fall into 5 categories. These are:

RELATIONSHIPS
AIMS
DATA
ATTITUDES and
RESTRICTIONS

Once again, these are easily remembered because the first letter of each of the above words spells the word 'RADAR'.

This simple model gives us a framework to 'scan' the environment or the situation to see how conflict might show up on our 'R.A.D.A.R' screen.

In simple terms, this RADAR model suggests that a conflict issue should not be considered independently of the context or external factors that may have caused it to arise, or may continue to exert an influence. In fact, by recognizing these external factors, the conflict issue itself may recede or be given an entirely different perspective. By understanding these factors both 'protagonists' could consequently adopt quite a different conflict style.

A simple example of contextual factors having an effect on a conflict issue, might be one person expressing angry criticism of another in a public place. Whilst the other person could adopt a range of styles to deal with this surface conflict, knowledge of a misunderstanding, a relationship difficulty in a marriage or a frustration over a goal that is not being achieved is more likely to be the underlying source of the conflict. The approach might therefore be better focused on dealing with these underlying 'external' factors rather than the personal conflict which has resulted because of it.

Conflict Style Profile

USING THE CONFLICT STYLES questionnaire TO HELP YOU IN THE FUTURE

Let's look a little more closely at each of these situational factors.

By evaluating a conflict according to the five categories below - RELATIONSHIP, AIMS, DATA, ATTITUDES and RESTRICTIONS - we can start to recognize the possible causes of a conflict and design resolution, approaches or tactics that have a higher probability of success.

Relationship Conflicts

Relationship conflicts often arise as a result of the presence of highly aroused emotions (usually negative ones). Social stereotyping, miscommunication and bad personal behavior can all lead to poor relationships and misconceptions arising as a result. Relationship difficulties are more often likely to influence disputes and lead to an ever increasing spiral of potentially destructive behavior. In almost all conflict situations, relatively stable and balanced relationships between two parties are often a necessary pre-condition for both to express themselves freely and to be heard. If this is not the case, the conflict will be 'colored' or seen only through the distorting 'lens' of the relationships' problem.

Aims

Conflicts about personal aims are caused by very direct and usually incompatible goals of two or more parties. This results when one or more of the parties believe that in order to satisfy his or her aims, the goals of an opponent must be sacrificed. Differences in aims will often be expressed in positional terms. Conflicts may occur over substantive issues (such as status, resources money, time, etc); rules (the procedure for dispute settlement); and perception issues (things like honesty, trust, fairness, respect, etc). For disputes and personal aims to be resolved, parties must openly declare their individual goals so that all of these may be jointly addressed.

Data Conflicts

Data conflicts arise when people either do not have the necessary information to make fully informed decisions, are misinformed in some way, disagree on what information is relevant, or interpret information differently. Some data conflicts are caused by a lack of communication between individuals and can therefore often quite easily be resolved with a little effort and by standing back far enough. Other data conflicts may be real differences associated with how data is gathered, collected, interpreted or communicated. Most data conflicts will have information solutions.

Attitudes

Attitude conflicts typically arise as a result of real or perceived incompatibility in values or beliefs. Differing values do not necessarily lead to conflict. People work perfectly well together with very different values. Attitude disputes are usually caused when people attempt to force their own beliefs or attitudes on others, or do not allow for different views. Attitudes are hard to quickly discover and are extremely difficult to change with any speed. However, spending some time in trying to discover shared values or beliefs (whatever they may be) can greatly assist the conflict resolution process.

Restrictions

Conflicts that are restricted or constrained in some way are usually caused by forces external to the people in dispute. Limited authority, geographic constraints (distance or proximity), time (too little or too much), insufficient resources, organizational changes, etc can all make conflict appear like a crisis because there is often nowhere to go that does not seem to be blocked off or restricted by external forces. It can be helpful to assist both sides in a dispute to appreciate the external forces and constraints bearing upon them. By pointing out that a conflict is heavily influenced or affected by an external source, it can help both parties to come together to address the issue, and reduce the personal conflict.

Conflict Styles Profile

USING THE CONFLICT STYLES questionnaire TO HELP YOU IN THE FUTURE



The Situational Conflict 'R.A.D.A.R.'

Conflict Style Profile

YOUR INDIVIDUAL SCORE

Once you have completed the questionnaire, as long as this has been done honestly and accurately, you should be in a position to:

- 1. Review the balance of conflict styles that you draw upon (at the moment).**
- 2. Compare your mix of conflict styles with other 'average' scores shown on the graph.**

As we said at the outset, there are no 'right' or 'wrong' answers in conflict styles. In the final analysis, the essential value in any measurement instrument is in the extent to which it provides a useful indicator of your personal way of operating. This should ideally be helpful in a way that individuals can reflect upon and judge whether any adjustments or changes are necessary or desirable.

By completing this profile, the intensity of your scores should provide a useful basis for such a review to take place. Whatever your results, you may want to reflect on your scores on all of the scales. Consequently, on the pages overleaf, you will find some broad information that you might like to think about in each category.

Scores for: Warner,Jon

Integrating: 10 out of 12

Suppressing: 8 out of 12

Usurping: 6 out of 12

Sacrificing: 0 out of 12

Exchanging: 6 out of 12

Conflict Style Profile

INTERPRETING YOUR SCORES ON THE CONFLICT STYLE INSTRUMENT

Having considered the situational factors that may impinge upon a particular set of 'conflict' circumstances, we can now look at how we typically deal with that conflict in terms of our general behavior. Like the situational 'RADAR' categories, there are 5 conflict handling style categories as follows:

**INTEGRATING
SUPPRESSING
SACRIFICING
USURPING and
EXCHANGING**

As we suggested earlier when personal scores were plotted, this is easily remembered as the first letter of each word spells the word 'ISSUE'. This can be seen as how you can choose to behave when a conflict 'issue' arises.

As this model on the next page illustrates, the instrument describes human behaviors in response to conflict along two axes.

1. The level of energy - running from Gentle and Passive to Aggressive and Active
2. The level of interpersonal empathy - running from low and unhelpful to high and helpful.

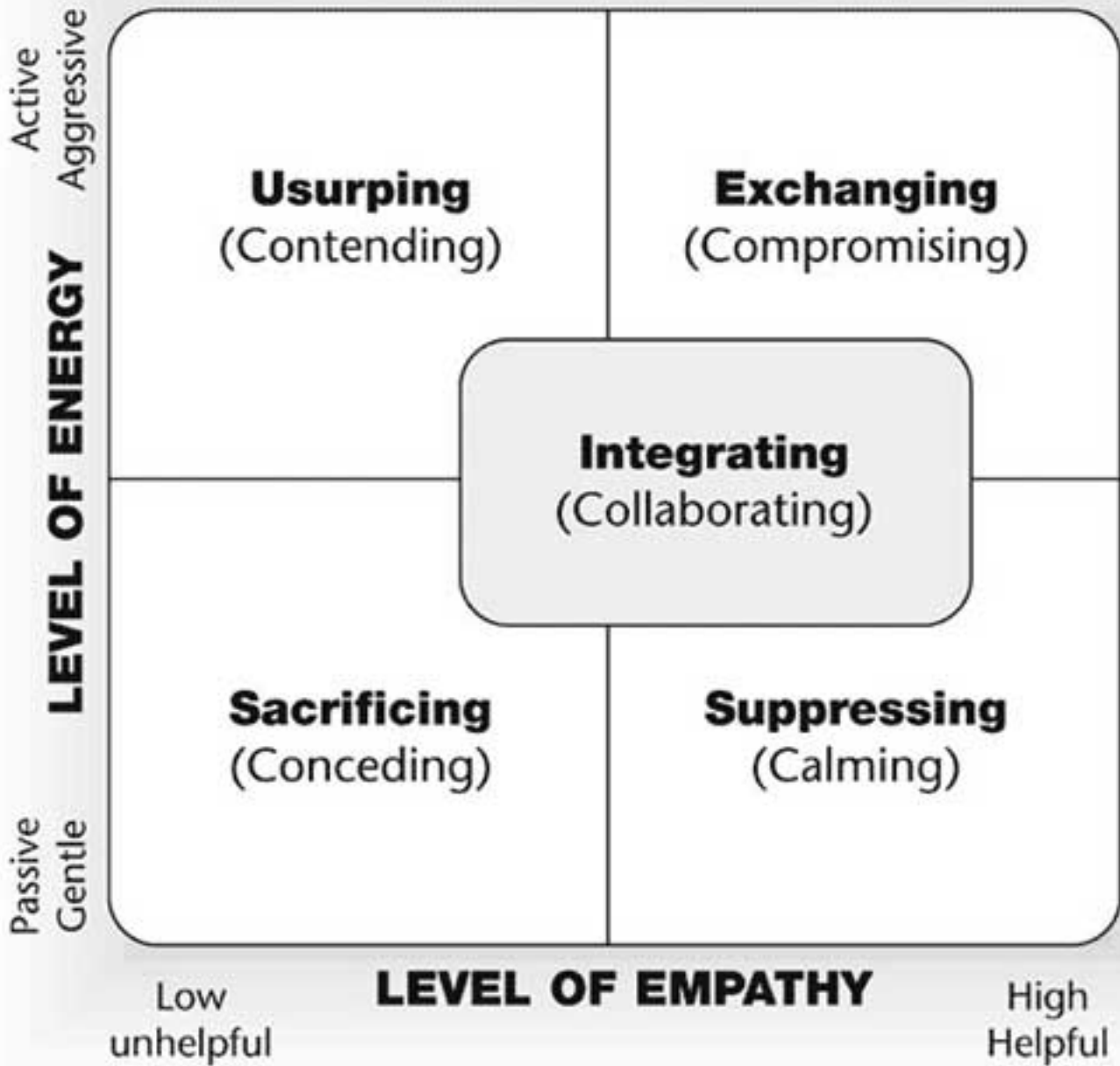
The axes create a simple four-quadrant grid with a fifth dimension (Integrating) sitting somewhere near the centre of the grid.

Each of the four corner labels provide a summary of the behavior that people are likely to adopt in this particular quadrant. USURPING (contending) style, therefore reflects high levels of energy (active and aggressive) with low levels of empathy (unhelpful behavior).

The INTEGRATING quadrant is different to the other four, in as much as it draws on all four other styles in seeking to handle conflict collaboratively. In other words, sometimes an Integrating style will look to adopt SACRIFICING, SUPPRESSING, EXCHANGING and USURPING behavior to some degree. However, the INTEGRATING style draws most on the EXCHANGING and SUPPRESSING quadrants (which is why it is positioned over these more than the others) and adds some behavioral characteristics of its own.

Conflict Style Profile

INTERPRETING YOUR SCORES ON THE CONFLICT STYLE INSTRUMENT



The Conflict Style I.S.S.U.E. Categories

Conflict Styles Profile

The Conflict Style I.S.S.U.E. categories

The conflict style instrument suggests five ways of dealing with conflict. Learning about the alternative means of handling conflict gives us a wider choice of actions to employ in any given situation and makes us better able to tailor our responses. Each of us utilizes each of these ways of dealing with conflict at least some of the time. We approach conflict in the way that we believe will be most helpful to us in our life. Of course, our style for dealing with conflict is likely to change with each circumstance.

Integrating (Collaborating)

The Integrating approach is a style that draws upon all the other styles to a greater or lesser extent. This is particularly true of the Exchanging and the Suppressing style, although the Integrating style has added behaviors of its own. This includes strong exploration of issues, a positive desire to genuinely solve problems and an expectation that both parties will remain as un-dogmatic and flexible as possible. In this style, parties come to the view that the surface problem does not need to limit their debate. Parties are therefore encouraged to express their views fully, with each participant bringing benefits to the discussion.

Suppressing (Calming)

Suppressing behavior is essentially characterized by an attempt to pacify or to smooth personal relations or to create a calm and harmonious atmosphere. A person using suppression minimizes the differences of the two sides and often does not necessarily see any benefit in handling the conflict openly. In using this style, the source of the conflict rarely diminishes or disappears altogether. Suppression may, however, be employed when it is important to protect a relationship rather than to deal with a dispute that may not be seen as too important in the general scheme of things.

Sacrificing (Conceding)

This approach looks to get rid of conflict by denying that the differences that have caused the conflict are very great, or even exist at all in real terms. This leads to strong denial behavior and withdrawal from the conflict situation. In behavioral terms, in denial mode, the individual is likely to immediately offer sacrifices to themselves or sacrifice their position viewed as being of less importance than making sure that the conflict lessens or goes away altogether.

Usurping (Contending)

This approach draws upon strong personal power base to usurp or take over the issue and to fairly relentlessly pursue resolution in very self-interested terms. The power base may be positional or stem from authority or may be personal and stem from personal self-confidence and contending disposition. This style is likely to work on the basis that conflict creates winners and losers and that the only palatable option is to be on the right (winning) side. The usurping side will literally try to control the conflict situation in its entirety and may even enjoy the 'battle' leading very much from the front.

Exchanging (Compromising)

Exchanging behavior is most commonly seen as 'professional negotiating behavior', with the model being that both parties 'trade' until they meet eventually, somewhere on 'middle ground'. Such bargaining can cause both parties to assume 'sand-bagged' positions, since they are aware that they are going to have to make concessions and want to buffer the loss. Exchanging behavior may ultimately lead to little real commitment in the long term by either side. However, there are occasions (especially in the early stages of a conflict exchange or bargaining situation) when it makes sense, such as when resources are limited or a quick decision needs to be made.

Conflict Styles Profile

INTEGRATING

Score = 10 out of 12

You will therefore use this style most of the time

INTEGRATING behavior is constantly on the look-out for different options and solutions to help achieve a robust solution that both sides see as genuinely acceptable. The Integrating style draws on other styles when necessary but is higher than average on the 'empathy' axis. This means that a greater emphasis on the relationship side of the conflict is likely to be more in evidence than on the 'task' side of the conflict.

As the most flexible and long term beneficial style to resolving conflict in most situations, INTEGRATING can be used in pretty much all circumstances (although this is harder when time is highly constrained). However, it is especially useful when:

- A genuinely shared and long term outcome needs to be created so as to avoid the conflict arising again.
- There is time to explore the deeper issues that may be creating or causing the conflict.
- Where the reasons for conflict appear to be complex and require careful debate and understanding.
- Where contextual factors are causing or influencing the conflict and need to be drawn carefully or sensitively to the discussions.

If you want to increase your use of this style:

1. Look to spend more time in looking at situational or contextual factors that might be impinging on the conflict.
2. Work harder at trying to empathize with the other party or their position (i.e., put yourself in their shoes).
3. Practice more active listening in a conflict situation and look to summarize what you hear more often.
4. Offer suggestions and ideas and look to modify and adapt them as often as necessary to find a solution that both sides can find attractive.

If you want to decrease your use of this style:

1. Reduce the amount of time you spend in investigating any situational factors that might be influencing the conflict and on trying to empathize with the other party.
2. Review your involvement in conflict situations and identify those that do not require such a strong collaborative approach or could be more quietly or as effectively settled by using a different style.

Conflict Styles Profile

SUPPRESSING

Score = 8 out of 12

You will therefore use this style most of the time

SUPPRESSING behavior looks to calm or pacify a conflict situation or a dispute. As a result, suppressing style looks to minimise the differences that may have been thrown into 'high relief' by the nature of the conflict issue. This style is high on the empathy relationship axis and will therefore look to be gently co-operative as much as possible, or for as long as it takes to hold a calm and civil debate.

SUPPRESSING behavior can be utilised in many conflict situations and particularly at the outset, when emotions may be running high. However, it is especially useful when:

- Anger or irritation is openly on display or could 'spill over', and is preventing a calm discussion of the real or underlying causes of the conflict.
- You need to demonstrate that you can genuinely listen to the other party openly and without prejudice.
- More information or data needs to be drawn out or gently elicited without aggravating the conflict situation.
- Goodwill and co-operative behavior at the outset can build your bank of credits to be used to your advantage at a later stage.

If you want to increase your use of this style:

1. Look to use 'positive' body language and words to help keep a dispute calm or constantly even tempered.
2. Demonstrate your genuine concern that the conflict has arisen and openly offer to do whatever it takes to find a solution however long it may take.
3. Practice asking a range of non threatening questions that draw out the reasons for the other sides irritation without creating any antagonism.
4. Try to focus on issues about which you agree and find gentle ways to draw attention to these.

If you want to decrease your use of this style:

1. Respond less passively and use your body language to demonstrate that you are not going to be a 'push-over'.
2. Stress your own needs and wishes more forcefully, and where it is important to you, defend your position firmly.
3. Be less willing to defer dispute discussions - handle the conflict there and then more often.

Conflict Styles Profile

SACRIFICING

Score = 0 out of 12

You will therefore use this style never

SACRIFICING behavior looks to withdraw from the conflict situation or hope that it is less significant than it appears, or even deny it altogether. This tends to lead to dispute behavior that is constantly seeking ways to 'sacrifice' or concede a point or a position in order to reduce or eliminate the conflict. This style is low on the empathy axis and is also low on the energy axis. This means that this behavior is usually quiet and often irritated by or resentful towards having to be in a conflict situation at all.

SACRIFICING behavior is not usually a primary conflict handling style to be used all the time. However it is especially useful when:

- A dispute is genuinely almost entirely unimportant and can be conceded quickly and without ceremony.
- You feel strongly that the other side's needs and wishes are substantially greater than your own.
- The elegance of a solution offered by others in a dispute is significantly better than holding onto your own view.
- A concession is likely to buy you time or offer future negotiating benefits.

If you want to increase your use of this style:

1. Look to separate out aspects of any dispute that can be conceded almost immediately. Say less and let the other side take the running in the dispute and respond positively to their ideas as much as possible.
2. Seek ways in which you might offer suggestions or ideas that might be valuable for the other side in the dispute.
3. other side in the dispute.

If you want to decrease your use of this style:

1. Prepare more thoroughly before becoming involved in a face to face conflict situation and work at how to defend what is important to you.
2. Let people put their arguments strongly and 'let off steam' without making any concessions until they become calmer.
3. More assertively put up suggestions of your own that could be considered if the other side changes their position (use 'if I... then will you...').
4. Concentrate on the core reasons for why the conflict may have occurred and keep quietly listening without 'drifting off' to a less stressful place.

Conflict Styles Profile

USURPING

Score = 6 out of 12

You will therefore use this style some of the time

USURPING behavior looks to immediately dominate, contend or 'do battle' with the other party in a conflict situation - 'take ground from them, before they take it from you'. An individual using Usurping behavior is therefore, likely to draw on their 'personal' or 'positional' power base as much as possible in order to try and dominate the discussion. The Usurping style is low on the empathy (relationships) axis but high on the energy (or task) axis. This means this style will often be aggressive and even coercive.

USURPING behavior is commonly seen but is often better used sparingly or in very specific circumstances. It is especially useful when:

- A conflict issue can be best dealt with by a confident, decisive and fast outcome - like asking people to leave a building (who may be reluctant) because of a suspected fire.
- The consequences of delay, or not resolving the conflict on your terms are entirely unpalatable, even if relationships are damaged.
- There is a deadline before which a decision or resolution must be reached (even if it is sub-optimal).
- You have key information to support a course of action that is unknown to the other side and there is insufficient time to explain it.

If you want to increase your use of this style:

1. Aim to open up dispute discussions first and put your own points clearly and decisively. Explain your position several times over in slightly different ways and disallow
2. interruptions.
3. Stand up for your key goals and rights in the conflict and be prepared to state your position and walk away, if necessary.

If you want to decrease your use of this style:

1. Let the other side put their points to you at an early stage and listen carefully to their arguments.
2. Lower the tone and pace of your voice and offer points in a calm and more 'suggestive' rather than forceful way.
3. Find ways in which you might agree with a point or two from the other side or to demonstrate some empathy.
4. Do not rush through the dispute discussions and avoid dramatic closing statements.

Conflict Styles Profile

EXCHANGING

Score = 6 out of 12

You will therefore use this style some of the time

EXCHANGING behavior looks to almost immediately begin negotiating or bargaining with the other side whatever the nature of the dispute or the conflict. An individual using exchanging behavior is therefore, constantly seeking to find a compromise position or to find the middle ground between the two parties ('let's split the difference, shall we?') The Exchanging style is high on the energy axis and high on the empathy axis. This means that this style will cheerfully but potentially assertively promote lots of suggestions to 'trade' until the conflict has been dealt with, and compromise has won.

EXCHANGING behavior has a lot in common with INTEGRATING style but has far less flexibility. It is especially useful when:

- A dispute is simple and relatively transactional (such as a basic bargaining or trading situation) where the issue is clear and there are few other factors to consider.
- Both sides of a conflict are happy to concede some of their arguments in return for winning others.
- There is insufficient time to explore a variety of options or potential solutions and a compromise is an 'acceptable alternative'.
- The objectives of the two sides cannot be easily reconciled and a 'alternative' position needs to be found that satisfies some of the needs of both parties.

If you want to increase your use of this style:

1. Divide your own argument or points into 'concedable' and 'un-concedable' categories ready for future trading.
2. Look at every conflict in terms of what might be an acceptable 'half way house' for both sides.
3. Make offers of movement, if and only if the other side moves their position also.
4. Aim to get the other side offering something (however small) and offer something back of equivalent value in return.

If you want to decrease your use of this style:

1. Take a much deeper and longer term perspective on why the conflict has arisen in the first place.
2. Avoid asking for concessions or offering them before a thorough discussion and understanding of the issues has taken place.
3. Accept that some points should be conceded without anything in return and that conversely some of your arguments are worth standing up for strongly and not trading.

Conflict Styles Profile

MAKING USE OF THE CONFLICT STYLE INSTRUMENT

We have already suggested that there is no ideal behavior model for handling conflict well. Each conflict circumstance will reflect its situational or contextual factors (described by the five categories in the 'RADAR' model) and the way that individuals choose to behave towards one another.

To some extent, your scores graphed on page 5 will be your 'average' behavior in most conflict situations, all other factors being equal. Hence, an individual that scores heavily in 'usurping' behavior (for example) is likely to demonstrate this behavior more often than not. However, it should be remembered that this behavior is still chosen or selected as a style by the individual. This has three direct implications for people that complete this instrument.

- a) You can choose to develop your skills and capabilities in styles other than the one in which your scores are the strongest.
- b) You can use the model to understand how other styles are used and be more aware of how you might handle future conflict situations as a result.
- c) You can make use of your heightened understanding of conflict styles to more closely assess the way that different people handle disputes (with you or with others)

Whilst these implications are entirely up to the individual to think about and reflect upon, on the pages overleaf, is a summary commentary on each of the 5 style categories, including a synopsis of when and where the particular style is most useful to apply. There are also some suggestions in terms of how these styles may be used to a greater or lesser extent in the future.

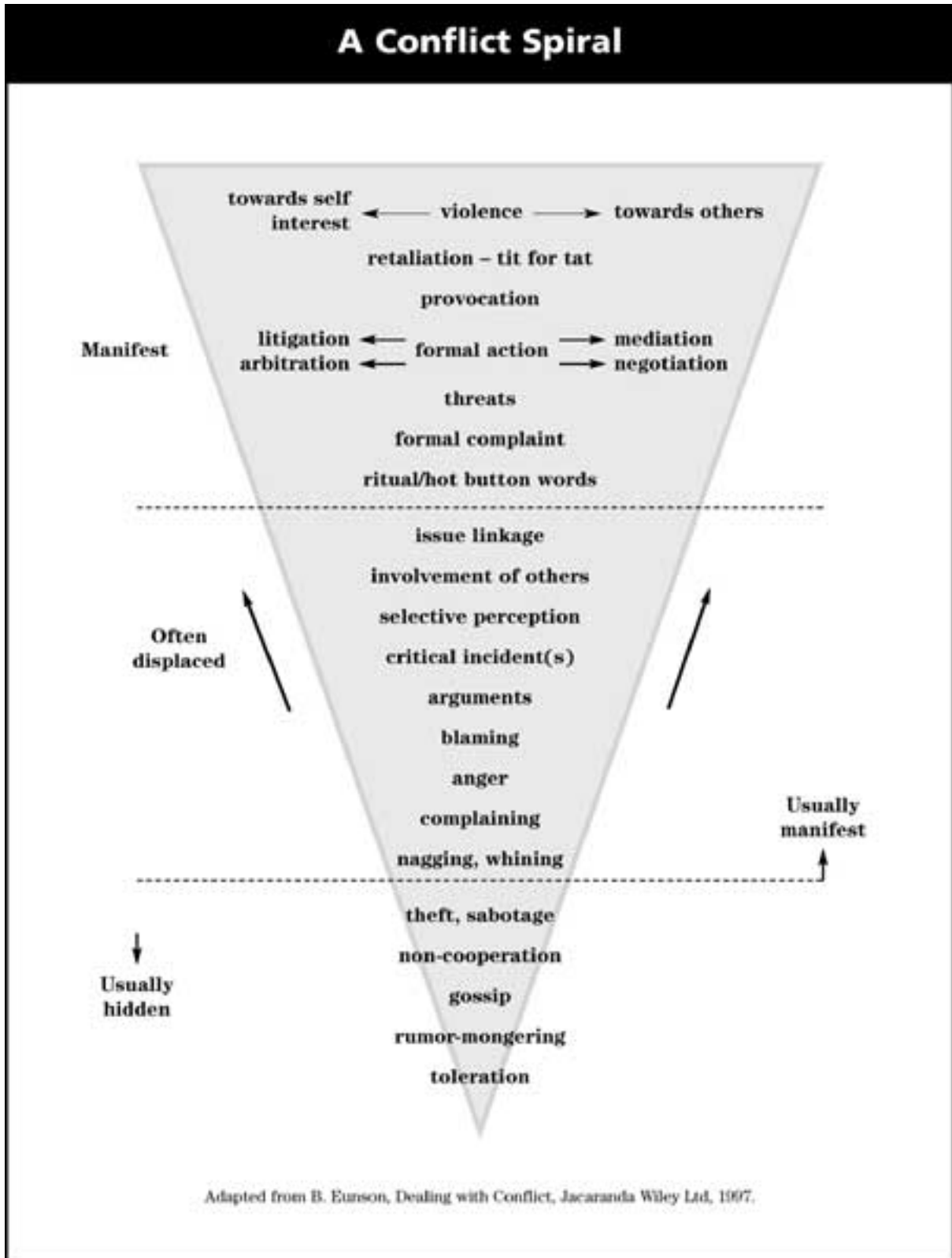
In addition to being overt and covert, conflict can also be manifest (or open), hidden or displaced. Conflict can be manifest i.e. openly expressed, or it can be hidden i.e. unexpressed. Sometimes manifest conflict can mask hidden conflict.

Obviously hidden and displaced conflict are more difficult to identify and address. However, if we are to resolve conflict effectively we must identify the real sources of the conflict and the parties who are directly involved. In other words we must be aware of the potential for hidden and displaced conflict in order to deal with it effectively. One excellent way to think about manifest and hidden external conflict factors is to think about it as a 'spiral' or inverted pyramid with conflict escalating from the apex. The graphic on the page overleaf illustrates this spiral in a workplace setting (this can be used as an overhead or copied for participants). This model shows that the 'situations' that 'arrive' or 'appear quickly' are quite well hidden, or not easily recognized at first, but progress to being displaced and finally to become open or manifest for all to see.

Of course, not all conflict escalates to all the way to the top of this inverted pyramid. In fact, some issues will remain hidden or displaced and may just disappear over time. However, most conflict will spiral upward before it is finally addressed or resolved satisfactorily. The more we can therefore understand this spiral (and the early signs of the conflict) the better.

Conflict Styles Profile

MAKING USE OF THE CONFLICT STYLE INSTRUMENT



Conflict Styles Profile

PULLING IT ALL TOGETHER

Handling conflict is not an easy task and takes considerable effort if it is to be done properly. The Conflict Style instrument provides two simple frameworks in which can be achieved.

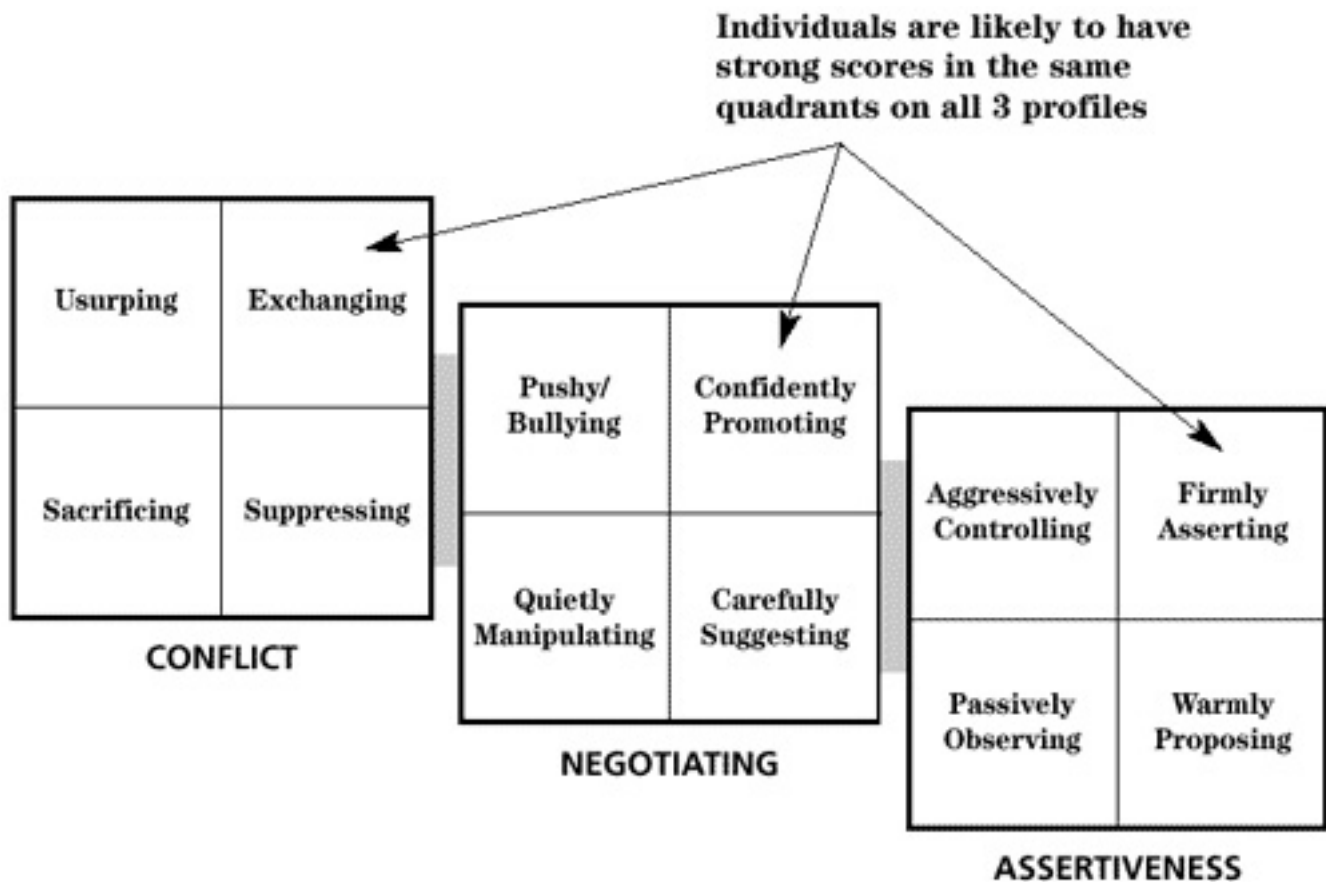
The first framework is the 'RADAR' model, which helps individuals to look at the contextual factors that are likely to exist around any conflict situation. By carefully looking at the five categories of Relations, Aims, Data, Attitudes and Restrictions, we can even discuss ways to deal with conflict before we have to worry about the style we use.

The second framework is the 'ISSUE' model, which helps us to understand our own style preferences in conflict situations, and the style that others are likely to adopt in different circumstances and at different times. The more we learn about these different styles the more flexible we can be in adjusting our behavior to achieve the best possible results.

These two models should ideally work together or in concert in every conflict situation.

LINKS TO OTHER INSTRUMENTS

As we suggested earlier, the Conflict Style instrument integrates fully with two other instruments produced by Team Publications. These are the Negotiating Style instrument and the Assertiveness profile. Both of these instruments also use a four quadrant grid build around the two axes of levels of energy and levels of empathy.



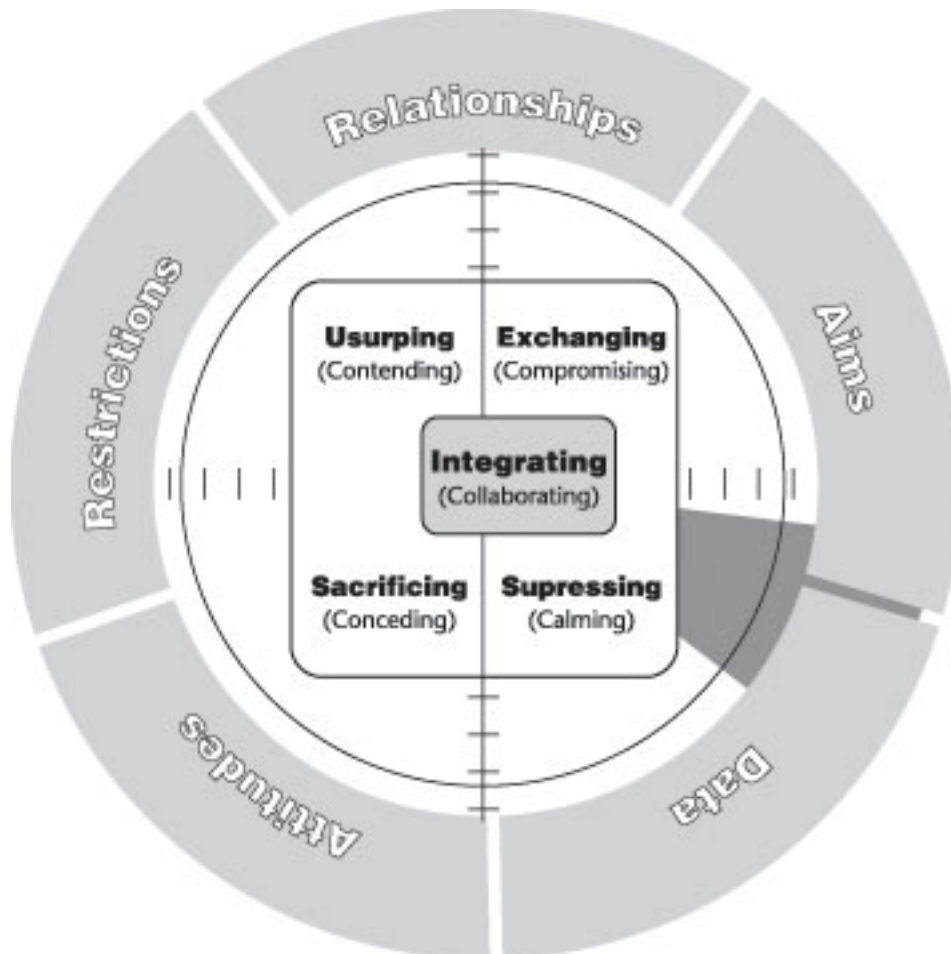
Conflict Styles Profile

SUMMARY

The conflict style instrument has described two models upon which to review and assess conflict and your response to it. The first of these is the 'RADAR' situational scan, which suggests that we should look at any external factors that may be causing or influencing the existence of the conflict. These external factors can be reviewed in five categories - these are RELATIONSHIPS, AIMS, DATA, ATTITUDES and RESTRICTIONS. Each of these category headings can be used to ask yourself questions about the possible existence of relevant influences that you may need to consider.

The second model is the 'ISSUE' behavioral style categories that help us to understand how we usually react to conflict in most circumstances. Once again, there are five categories to describe these different styles. These are INTEGRATING, SUPPRESSING, SACRIFICING, USURPING and EXCHANGING. Of these styles, the first is both an amalgam of some aspects of the other four, and in addition, has some of its own behavioral components.

Both of these two models 'overlap' or integrate with one another. This template provides a useful way to think about every conflict situation that we may encounter in the future and how we might tackle it successfully.



The Integrated Model

My Contract For Change

1. My goals to manage my conflict style more effectively in the future are :
 - a) _____
 - b) _____
 - c) _____

2. As a result I will make more time to achieve the goals by giving less priority to:
 - a) _____
 - b) _____
 - c) _____

3. Each week I will record my progress by _____

4. My support person(s) will be _____

5. My support person(s) will help me by _____

6. I will use the following methods to maintain my momentum and learn along the way:
 - a) _____
 - b) _____
 - c) _____

7. I will reward myself for achieving my milestones by _____

8. My end reward will be _____

Signed _____ **Dated** _____