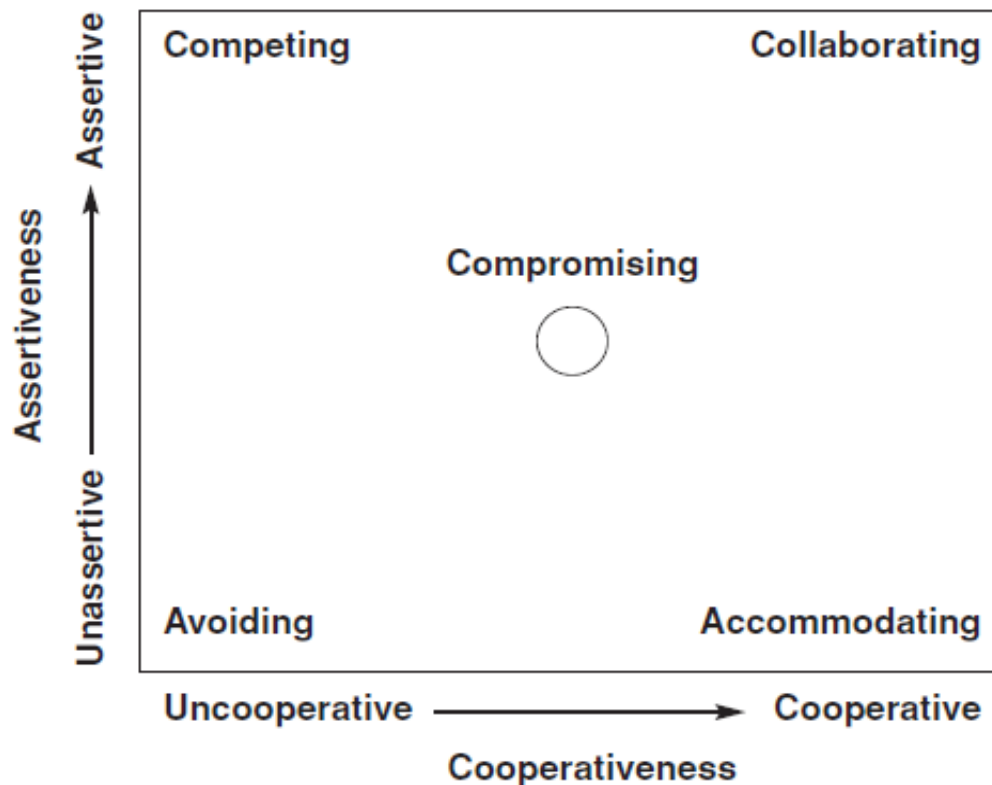


Handout 1:

Five Modes for Handling Conflicts

adapted from Thomas-Kilmann Conflict MODE Instrument (TKI)



The two dimensions of behavior in a conflict - assertiveness and cooperativeness -- define the five different ways of responding to a conflict:

Assertiveness--the assertiveness dimension represents the extent to which you attempt to satisfy your own concerns in a conflict.

Cooperativeness--the cooperativeness dimension represents the extent to which you attempt to satisfy the other person's concern in a conflict.

The dimensions of assertiveness and cooperativeness are represented as axis on the graph.

The five possible options for handling the conflict are plotted on the graph:

Avoiding – when someone is unassertive and uncooperative, the tendency is to handle the conflict through avoidance.

Competing – when someone is highly assertive and uncooperative, they are inclined to handle conflict by competing, using whatever power they have to win their own position.

Accommodating – when someone is highly cooperative and unassertive, conflicts tend to be handled through accommodation. They will neglect their own concerns to accommodate those of the other person.

Compromise – when someone is somewhat assertive and somewhat cooperative, they tend to compromise in conflict to find a mutually acceptable solution that is at least somewhat satisfactory to both parties.

Collaboration – when someone is highly assertive and highly cooperative, the conflict may be handled using collaboration where they try to engage with other person in the conflict to find a solution that fully satisfies each of their concerns. This solution may be totally different than the original solution each of them proposed, but both parties agree that it is the best solution to the problem.