Determine your conflict management style. Which of the following statements is most typical of you? Rate each one according to scale 5-1.

5 = I always communicate like this is in a conflict
4 = I often communicate like this in a conflict
3 = I sometimes or occasionally communicate like this in a conflict
2 = I seldom or rarely communicate like this in a conflict
1 = I never communicate like this in a conflict

1. OK, take it easy! No one is out to get you! ______________
2. Like hell I will! ______________
3. Sounds like a reasonable idea to me. ______________
4. Why don’t we just drop the whole thing? ______________
5. I’m happy for you to make the decision. ______________
6. Let’s kiss and make up. ______________
7. How about you take half and I take half? ______________
8. I give in. Have it your way! ______________
9. I’m not giving you something for nothing. ______________
10. I just want to be friends with you. ______________
11. Look, I have no quarrel with you. ______________
12. Why don’t you quit while you’re ahead? ______________
13. I’m happy to overlook the special clause. ______________
14. We can work it out, I’m sure. ______________
15. Who says you’re right? ______________
16. This is a real problem for us. ______________
17. I know you don’t mean any harm. ______________
18. Try that and just see how far you get! ______________
19. We really need to sort this one out. ______________
20. Why don’t we put in $10 each instead of $20? ______________
21. I’d rather not get mixed up in this. ______________
22. You want to do it the hard way, do you? ______________
23. We can’t let this ruin our friendship! ______________
24. Here, do what you want. I can live without it. ______________

**Scoring:** The higher the total score for each statement, the more often you use the conflict management style implied by that statement. For example, if you have yourself 5 for statement 8, ‘I give in. Have it your way,’ you see yourself as typically having a passive conflict avoidance style.

**Source:**
Kaye M, (1994) *Communication Management*, University of Technology Sydney, Prentice Hall, Australia
The four conflict management styles and statements which relates to them are:

<table>
<thead>
<tr>
<th>Style</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passive-avoidance</td>
<td>4,5,8,11,21,24</td>
</tr>
<tr>
<td>Aggressive-confrontative</td>
<td>2,9,12,15,18,22</td>
</tr>
<tr>
<td>Conciliatory-harmonising</td>
<td>1,3,6,10,13,17</td>
</tr>
<tr>
<td>Relationship maintenance – compromising</td>
<td>7,14,16,19,20,23</td>
</tr>
</tbody>
</table>

In the spaces provided below, add up your self-rating scores on the six statements representing each style of conflict management. The maximum score for each style is 30. If you score between 24 and 30 for any of the four styles, this is how you see yourself typically managing conflicts.

**Self-rating scores**

<table>
<thead>
<tr>
<th>Passive</th>
<th>Aggressive</th>
<th>Conciliatory</th>
<th>Compromising</th>
</tr>
</thead>
<tbody>
<tr>
<td>____4</td>
<td>____2</td>
<td>____1</td>
<td>____7</td>
</tr>
<tr>
<td>____5</td>
<td>____9</td>
<td>____3</td>
<td>____14</td>
</tr>
<tr>
<td>____8</td>
<td>____12</td>
<td>____6</td>
<td>____16</td>
</tr>
<tr>
<td>____11</td>
<td>____15</td>
<td>____10</td>
<td>____19</td>
</tr>
<tr>
<td>____21</td>
<td>____18</td>
<td>____13</td>
<td>____20</td>
</tr>
<tr>
<td>____24</td>
<td>____22</td>
<td>____17</td>
<td>____23</td>
</tr>
<tr>
<td>____Total</td>
<td>____Total</td>
<td>____Total</td>
<td>____Total</td>
</tr>
</tbody>
</table>

**Passive-avoidance style** – People who use this style typically do anything to avoid conflict, even to the point of denying their own needs and goals.

**Aggressive-confrontative style** – Conflict managers using this style see attack as the preferred way of winning a dispute. They are determined to attain their own goals and do not care if their opponents fail to reach theirs.

**Conciliatory-harmonising style** – Harmonisers are keen to smooth things over with statements like ‘Hang on! I’m not against you – I’m on your side.’

**Relationship maintenance – compromising style** – In this category, people see the point of issue as a shared one with those in conflict. They value relationships and are prepared to give and take so that both parties win a little instead of one party winning everything.