

Commonwealth Medicine Client Relationship Management 101 Series

Conflict Management

When accessing this online on-demand module as part of a group learning experience, we recommend using this workbook in place of the online activities contained in the online module.

Conflicts You Have Faced

Work individually - Assessment of conflict:

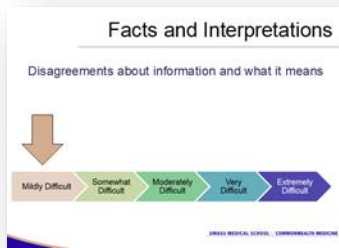
What are some types of conflicts in the workplace?

- _____
- _____
- _____
- _____
- _____
- _____

What are some causes of workplace conflict?

- _____
- _____
- _____
- _____
- _____
- _____

Causes of Conflict – Facts and Interpretations



Many times, conflict caused by facts and interpretations can be easily resolved in clarifying discussions. Consider conflicts you have experienced that are caused by facts and interpretations.

Conflict caused by facts and interpretations: *(check the most applicable box)*

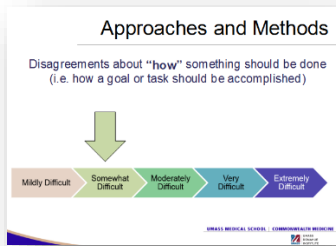
<input type="checkbox"/>	I see this all the time
<input type="checkbox"/>	I see this sometimes
<input type="checkbox"/>	I rarely see this

Discuss as a group:

What are some successful strategies for resolving conflict caused by facts and interpretations?

- _____
- _____
- _____
- _____
- _____
- _____

Causes of Conflict – Approaches and Methods



Consider this case study and discuss as a group:

Leslie believes that a needs analysis is required prior to developing a proposed solution. Her client considers the analysis to be a waste of time. Although they both agree there is a need for process improvement, there is disagreement about the approach that should be used to develop the solution.

Discuss as a group:

Possible next steps?

- _____
- _____
- _____
- _____
- _____

Causes of Conflict – Reflection

Think back to the conflict you had identified earlier. What “cause” would you assign to that conflict? *(check the most applicable box)*

<input type="checkbox"/>	Facts and Interpretations
<input type="checkbox"/>	Approaches and Methods
<input type="checkbox"/>	Goals and Outcomes
<input type="checkbox"/>	Needs and Wants
<input type="checkbox"/>	Beliefs and Values

THOMAS-KILMANN CONFLICT MODE INSTRUMENT

THOMAS-KILMANN CONFLICT MODE INSTRUMENT

by

Kenneth L. Thomas and Ralph H. Kilmann

INSTRUCTIONS

Consider situations in which you find your wishes differing from those of another person. How do you usually respond to such situations?

On the following pages are several pairs of statements describing possible behavioral responses. For each pair, please circle the "A" or "B" statement which is most characteristic of your own behavior.

In many cases, neither the "A" nor the "B" statement may be very typical of your behavior, but please select the response which you would be more likely to use.

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

14. A I tell him my ideas and ask him for his.
B I try to show him the logic and benefits of my position.
15. A I might try to soothe the other's feelings and preserve our relationship.
B I try to do what is necessary to avoid tensions.
16. A I try not to hurt the other's feelings.
B I try to convince the other person of the merits of my position.
17. A I am usually firm in pursuing my goals.
B I will let him have some of his positions if he lets me have some of mine.
18. A If it makes the other person happy, I might let him maintain his views.
B I will let him have some of his positions if he lets me have some of mine.
19. A I attempt to get all concerns and issues immediately out in the open.
B I try to postpone the issue until I have had some time to think it over.
20. A I attempt to immediately work through our differences.
B I try to find a fair combination of gains and losses for
21. A In approaching negotiations, I try to be considerate of the other person's wishes.
B I always lean toward a direct discussion of the problem.
22. A I try to find a position that is intermediate between his and mine.
B I assert my wishes.
23. A I am very often concerned with satisfying all our wishes.
B There are times when I let others take responsibility for solving the problem.
24. A If the other's position seems very important to him, I would try to meet his wishes.
B I try to get him to settle for a compromise.
25. A I try to show him the logic and benefits of my position.
B In approaching negotiations, I try to be considerate of the other person's wishes.
26. A I propose a middle ground.
B I am nearly always concerned with satisfying all our wishes.
27. A I sometimes avoid taking positions that would create controversy.
B If it makes the other person happy, I might let him maintain his views.

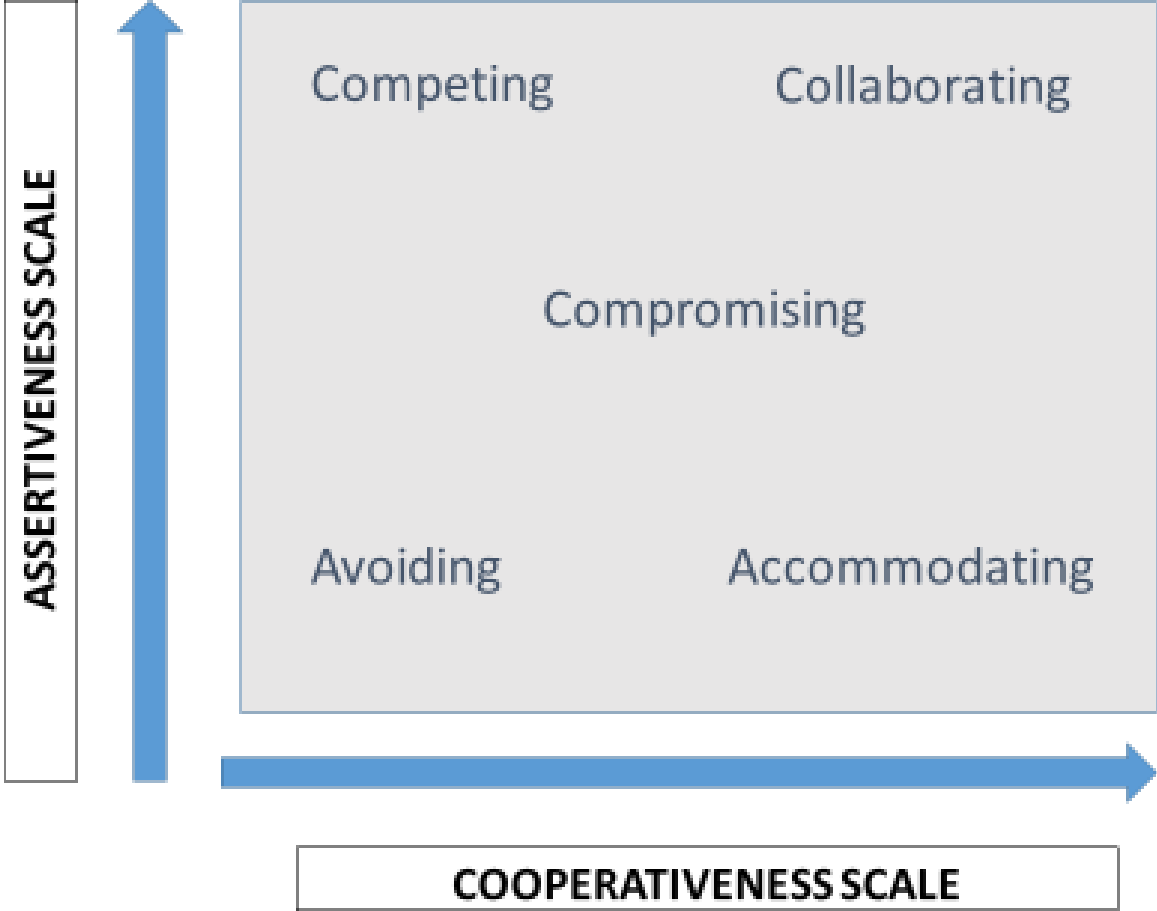
28. A I am usually firm in pursuing my goals.
B I usually seek the other's help in working out a solution.
29. A I propose a middle ground.
B I feel that differences are not always worth worrying about.
30. A I try not to hurt the other's feelings.
B I always share the problem with the other person so that we can work it out.

SCORING

Circle the letters below which correspond to the letter you circled on each item of the questionnaire and then total the number of items circled in each column.

	Competing (forcing)	Collaborating (problem solving)	Compromising (sharing)	Avoiding (withdrawal)	Accommodating (soothing)
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.	A			B	
18.			B		A
19.		A		B	
20.		A	B		
21.		B			A
22.	B		A		
23.		A		B	
24.			B		A
25.	A				B
26.		B	A		
27.				A	B
28.	A	B			
29.			A	B	
30.		B			A
Total					
	<i>Competing</i>	<i>Collaborating</i>	<i>Compromising</i>	<i>Avoiding</i>	<i>Accommodating</i>

Graph Your Primary and Secondary Conflict Style Based on Total Scores



*Mission: To help identify and create solutions
that improve health and well-being, focused on
those served by public programs*



ACTION PLAN – *Conflict Management*

1) Which client do I want to focus my learnings today on first? _____

2) What are some of the upcoming situations that might present opportunities for conflict management?

- _____
- _____
- _____

3) Which conflict management skills will likely have the most/best impact on my client in the upcoming interactions? How will I use them?