

**Conflict Management Styles Comparison Grid**

	<b>Competing</b>	<b>Collaborating</b>	<b>Compromising</b>	<b>Avoiding</b>	<b>Accommodating</b>
<b>Assertiveness/ Own Agenda vs. Cooperativeness /Relationship</b>	<b>Assertive and uncooperative.</b> Satisfy your own concerns at your teammate's expense.	<b>Assertive and cooperative.</b> Find a win-win solution that completely satisfies both your concerns and your teammate's concerns.	<b>Intermediate in both assertiveness and cooperativeness</b> Find an acceptable settlement that only partially satisfies your concerns and those of your teammates.	<b>Unassertive and uncooperative</b> Side step the conflict without trying to satisfy your concerns or those of your teammate.	<b>Unassertive and cooperative</b> Satisfy your teammate's concerns at the expense of your own.
<b>Deciding When To Use</b>	<p><b>Use competing sparingly.</b></p> <p><b>Compete on vital issues where collaborating isn't feasible:</b></p> <ul style="list-style-type: none"> <li>• When you know you're right.</li> <li>• When unpopular actions need to be taken.</li> <li>• When quick, decisive action is required.</li> <li>• When you're under attack.</li> <li>• When consensus fails.</li> <li>• When people are too considerate.</li> </ul>	<p><b>Recognizing (and build) the conditions that enable collaboration.</b></p> <p><b>Try to collaborate on important issues:</b></p> <ul style="list-style-type: none"> <li>• When both concerns are vital to an organization.</li> <li>• When you want to learn.</li> <li>• To merge insights from diverse perspectives.</li> <li>• When you need commitment to a decision.</li> <li>• To work through problems in a relationship.</li> </ul>	<p><b>Try not to compromise on vital issues.</b></p> <p><b>Take turns bearing small costs.</b></p> <p><b>Compromise on significant issues when competing and collaborating are not practical:</b></p> <ul style="list-style-type: none"> <li>• When people with equal power face a win-lose issue.</li> <li>• When you need a temporary solution to a complex issue.</li> <li>• When you need an expedient decision under time pressure.</li> <li>• When more assertive modes would harm a relationship.</li> <li>• When competing and collaborating have failed.</li> </ul>	<p><b>Try not to avoid people.</b></p> <p><b>Avoid emotional conflicts:</b></p> <ul style="list-style-type: none"> <li>• Avoid issues of blame.</li> <li>• Control your anger.</li> <li>• Don't discuss personalities.</li> <li>• Avoid issues where little can be gained.</li> <li>• Issues that are unimportant.</li> <li>• Issues that are symptoms of other issues.</li> <li>• Issues others can handle.</li> <li>• Issues that are too sensitive.</li> <li>• Issues you can't win.</li> </ul> <p><b>Know when to postpone an issue.</b></p> <ul style="list-style-type: none"> <li>• Finding time.</li> <li>• Gathering information.</li> <li>• Refocusing.</li> <li>• Taking a break.</li> <li>• Changing the setting.</li> </ul>	<p><b>Don't fall into a pattern of appeasement.</b></p> <p><b>Yield to a better position:</b></p> <ul style="list-style-type: none"> <li>• When you are persuaded.</li> <li>• When others know more and there's little time.</li> </ul> <p><b>Concede when you are overruled or losing:</b></p> <ul style="list-style-type: none"> <li>• When you are overruled by your boss.</li> <li>• When you are outvoted in a group.</li> <li>• When you are outmatched and losing.</li> </ul> <p><b>Make a small sacrifice when it's important to others:</b></p> <ul style="list-style-type: none"> <li>• Doing favors.</li> <li>• Letting people test their wings.</li> <li>• Boosting confidence.</li> </ul> <p><b>Accommodate to clean up hard feelings:</b></p> <ul style="list-style-type: none"> <li>• To repair damage you have caused.</li> <li>• To forgive others so you can move on.</li> </ul>

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<b>How To Use (Behavioral Skills)</b>	<p><b>Being persuasive:</b> Lay the groundwork. Explain your motives. Appeal to shared concerns. Be specific and credible.</p> <p><b>Fighting fair:</b> Stick to the current issue. Be respectful. Listen and respond. Act as a referee for others.</p> <p><b>Using warnings instead of threats:</b> Don't threaten. Use warnings.</p> <p><b>Imposing a decision:</b> Assert your authority. Reward the new behavior. Follow up on deviations.</p> <p><b>Using tough love to enforce standards:</b> Be supportive. Be tough-minded. Raise the issue of "fit".</p>	<p><b>Setting the right tone when raising the issue:</b> Picture the other person's positive concerns. Use "we" language and avoid assigning blame Mention the benefits of a solution Ask if this is a good time.</p> <p><b>Identifying both people's underlying concerns:</b> Recognize concerns vs. positions. Don't jump to positions Clarify and share your underlying concern Help clarify the other person's concern.</p> <p><b>Stating the conflict as a mutual problem:</b> Say "and" rather than "but". <i>How can we do both?</i> Brainstorm solutions and pick best one. Stay flexible. Use tentative, exploratory language. Agree on the best solution.</p> <p><b>Being firm when necessary: "firm flexibility".</b></p> <p><b>Collaborating in groups.</b> Work with more, rather than less, information. Develop multiple alternatives. Create common goals. Seek consensus. Balance the power structure. Use humor.</p>	<p><b>Moving from competing: making partial concessions:</b> Take stock of your situation. Suggest compromise without looking weak. Make partial concessions - as long as they are reciprocated.</p> <p><b>Focusing on fairness: "principled" compromise:</b> Insist on a criterion of fairness up front. Determine the facts as objectively as possible. Apply the criterion.</p>	<p><b>Deciding what is important:</b> Be clear about your goals for a meeting. Set joint goals if possible. Try to stick to those goals. Be on the lookout for new information.</p> <p><b>Avoiding without being evasive:</b> Give your reason. When postponing, set a time. Use inviting language.</p> <p><b>Breaking the anger cycle:</b> Use your psychological boundaries. Give the other person the benefit of the doubt. Discharge your anger safely. Watch your connotations. Use humor to defuse tension.</p>	<p><b>Conceding gracefully:</b> Don't be a sore loser. Explain your motives.</p> <p><b>Planting seeds.</b></p> <p><b>Satisfying a complaint:</b> Accept anger (but not abuse). Explain (but don't defend) what happened. Use active listening. Apologize. Make reparations when appropriate.</p>

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<b>Benefits</b>	Asserting your position. Possibility of quick victory. Self-defense. Testing assumptions.	High-quality decisions. Learning and communication. Resolution and commitment. Strengthening relationships.	Pragmatism. Speed and expediency. Fairness. Maintaining relationships.	Reducing stress. Saving time. Steering clear of danger. Setting up more favorable conditions.	Helping someone out. Restoring harmony. Building relationships. Choosing a quick ending.
<b>Costs</b>	Strained work relationships. Suboptimal decisions. Decreased initiative and motivation. Possible escalation and deadlock	Time and energy required. Psychological demands. Possibility of offending. Vulnerability risk.	Partially sacrificed concerns. Suboptimal solutions. Superficial understandings.	Declining working relationships. Resentment. Delays. Degraded communication and decision making.	Sacrificed concerns. Loss of respect. Loss of motivation.
<b>Team Challenges</b>	<b>Problem Solving:</b> Jumping to solutions. Partisan self-interest. Unfair debating tactics. Lengthy debates and deadlocks. Leader closed to information.  <b>Interpersonal Relationships:</b> Resentments. Hostilities	<b>Problem Solving:</b> Large groups bogging down. Persevering when consensus doesn't work. Disruptive members. Unnecessary problem solving. Indecision in crises.  <b>Interpersonal Relationships:</b> Embarrassment. Questioning personal values.	<b>Problem Solving:</b> Compromising on vital concerns. Premature offers. Zero-sum thinking. Posturing. Insufficient time.  <b>Interpersonal Relationships:</b> Posturing. Resentments over unfairness.	<b>Problem Solving:</b> Low meeting attendance. Not raising issues. Frequent tabling of issues. Low participation in large groups. Work overload.  <b>Interpersonal Relationships:</b> Personality conflicts. Fight-or-flight cycles.	<b>Problem Solving:</b> Difficulty asserting needs. Conformity. Reluctance to debate. Shading the truth. Trouble taking unpopular stands.  <b>Interpersonal Relationships:</b> Unvoiced resentment. Misreading cues.
<b>Team Remedies</b>	<b>Problem Solving:</b> Identifying underlying concerns. Norms of statesmanship. Fairness rules. Arbitrating or calling for a vote. Opening channels.  <b>Interpersonal Relationships:</b> Fairness rules (again). Norms of civility.	<b>Problem Solving:</b> Using subgroups. Referral to a senior member. Giving feedback. Sorting and screening issues. Centralizing decision making.  <b>Interpersonal Relationships:</b> Being sensitive to privacy issues. Agreeing to disagree.	<b>Problem Solving:</b> Flagging vital issues for problem solving. Identifying underlying concerns. Brainstorming integrative solutions. Norms of truth-telling. Making time.  <b>Interpersonal Relationships:</b> Principled negotiating. Negotiating for and monitoring fairness.	<b>Problem Solving:</b> Required attendance. Prioritizing issues. Thorough preparation. Using subgroups. Rebalancing workloads.  <b>Interpersonal Relationships:</b> Focusing on specific behaviors. Norms on anger, civility, and fairness.	<b>Problem Solving:</b> Polling for needs. Norms of critical thinking. Using structured debates. Norms of truth-telling. Taking a long-term view.  <b>Interpersonal Relationships:</b> Appreciation and equity. Norms of truth-telling (again).