Managing Conflict
Using the TKI® Assessment

Presented by

Your Name Here

Facilitator Bio

[insert your name]

[add your credentials]

[add your experience working with the TKI assessment]

[add other relevant experience]

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Workshop Objectives

- Understand the five conflict modes of the TKI® assessment

- Increase your awareness of your own and others' conflict styles

- Develop skills for assessing conflict situations and selecting appropriate strategies to handle them

- Practice using different conflict modes

- Create an action plan for developing more effective conflict resolution skills

ACTIVITY
Defining Conflict

In your small group discuss the following:

- How would you define conflict?

- Why do you think conflict may be avoided at work?
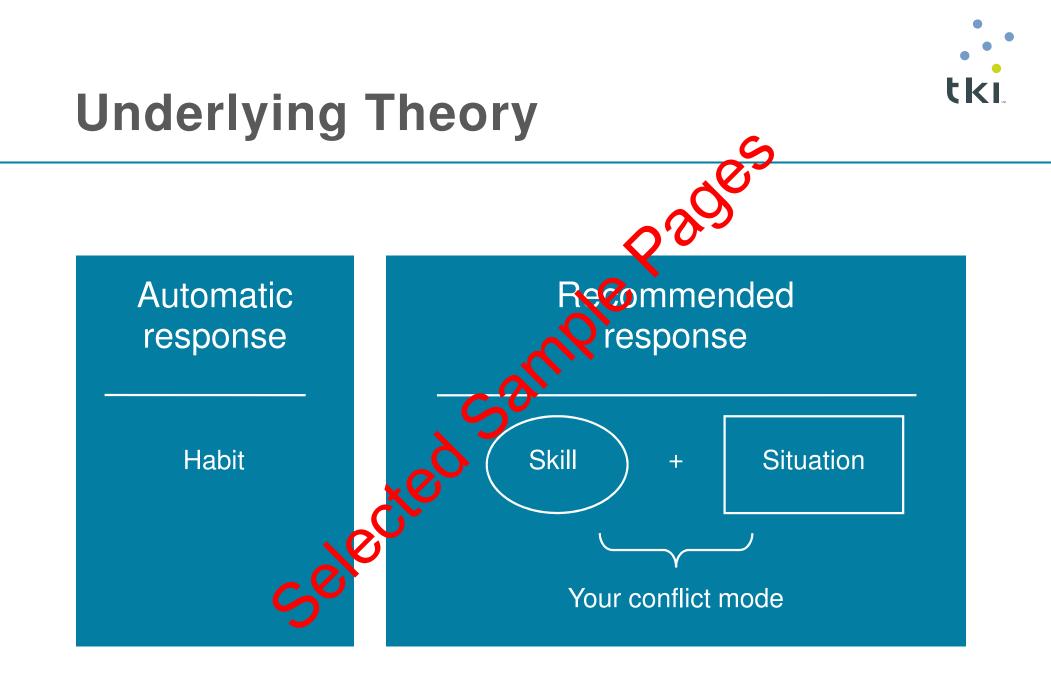
- When are you likely to experience conflict at work?

Background on the TKI® Assessment

- Widespread use in research and practice for over 30 years

- More than 7 million copies of the TKI assessment have been sold worldwide

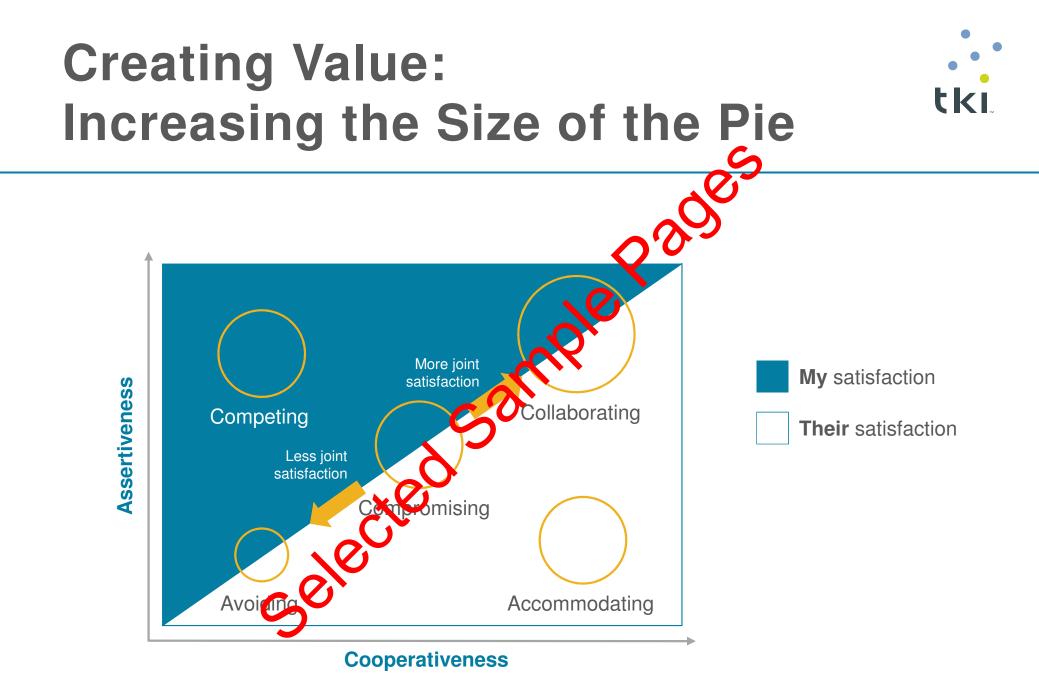- The world's leading measure of conflict-handling behavior

Underlying Theory

Automatic response	Recommended response
————————	————————
Habit	(Skill) + [Situation]
	Your conflict mode

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ACTIVITY Understanding Your Preferred Conflict Mode

Move to your preferred mode.

- How does it feel to be in this place?

- What is it about this mode that makes you feel comfortable?

- What benefits do you gain from using this mode?

- What are the disadvantages?

- Have you received any feedback about how you deal with conflict that relates to this mode?

Creating Value:
Increasing the Size of the Pie

My satisfaction

Their satisfaction

Assertiveness

Cooperativeness

Competing

More joint satisfaction

Collaborating

Less joint satisfaction

Compromising

Avoiding

Accommodating

Source: Adapted from *Introduction to Conflict Management* by K. W. Thomas, p. 9. Copyright 2002 by CPP, Inc.

Identifying Team Conflict Style

Teams fall into one of the following three styles:

1. One clear dominant style
   A large proportion of the team, including the leader, share the same dominant mode

2. Two (or even three) influential substyles
   Team members show a preference for two or three conflict styles (e.g., team leader and one other team member prefer compromising, but the other three members prefer accommodating)

3. Mixed style with no clear mode
   Team members' preferences are spread relatively evenly across all five modes

The Competing Team

Perception of conflict	A contest between opposing positions and the people who hold them
Perception of teammates	Opponents if their views differ on an issue
Guiding principle	Belief in one's position, willingness to challenge
Values	Tough-mindedness, candor, having the courage of one's convictions, making things happen
Potential shortcomings	Monopolizing, not listening, attacking, stonewalling

Selected Sample Pages