

Conflict Management Styles Assessment

Think about disagreements at work. For each statement, circle how often it is true of you, not how often you wish it were.

Name _____

STATEMENT	RARELY	SOMETIMES	OFTEN	ALWAYS
01 When a colleague and I disagree, I ask questions until I understand what they really need.	(1)	(2)	(3)	(4)
02 When I am sure I am right about a work decision, I keep pushing until it goes my way.	(1)	(2)	(3)	(4)
03 When tension rises in a meeting, I change the subject or stay quiet.	(1)	(2)	(3)	(4)
04 In a dispute, I look for a middle point where each of us gives something up.	(1)	(2)	(3)	(4)
05 If something matters more to a colleague than it does to me, I let them have their way.	(1)	(2)	(3)	(4)
06 In a disagreement at work, I argue my case firmly, even if it gets uncomfortable.	(1)	(2)	(3)	(4)
07 I go along with the team's choice even when I would have picked differently.	(1)	(2)	(3)	(4)
08 I will spend extra time on a dispute to find an answer that works fully for both of us.	(1)	(2)	(3)	(4)
09 To settle things quickly, I will drop one of my points if they drop one of theirs.	(1)	(2)	(3)	(4)
10 I put off difficult conversations at work, hoping the problem settles on its own.	(1)	(2)	(3)	(4)
11 I would take a fair deal today over a perfect answer next month.	(1)	(2)	(3)	(4)
12 I keep a disagreement to myself if raising it could cause a scene.	(1)	(2)	(3)	(4)
13 When a deadline is at stake, I would sooner win the argument than keep the peace.	(1)	(2)	(3)	(4)
14 I put a good working relationship ahead of getting the result I wanted.	(1)	(2)	(3)	(4)
15 I put the whole problem on the table, awkward parts included, so we can solve it together.	(1)	(2)	(3)	(4)

Score your conflict style

Copy the number you circled for each item into the grid and add up each column. Scores run from 3 to 12. Your highest total is your primary style, and the next highest is your backup.

Name _____

Competing	Collaborating	Compromising	Avoiding	Accommodating
Item 02 _____	Item 01 _____	Item 04 _____	Item 03 _____	Item 05 _____
Item 06 _____	Item 08 _____	Item 09 _____	Item 10 _____	Item 07 _____
Item 13 _____	Item 15 _____	Item 11 _____	Item 12 _____	Item 14 _____
Total _____	Total _____	Total _____	Total _____	Total _____

The five conflict styles, and how to work with each

Competing

Presses for their own position and is willing to be unpopular for it. **Right for:** Emergencies, and unpopular but necessary calls. **Working with them:** Be direct and brief. A firm counter-argument earns more respect than a hint. If you need to be heard, ask plainly for two minutes without interruption.

Compromising

Looks for the fair trade: each side gives something up and the work moves again. **Right for:** Equal parties, a deadline, and an issue of moderate weight. **Working with them:** Know what you can give up before you start, and what you cannot. If the issue deserves more than a split, ask to look for a better option before you trade.

Accommodating

Gives way to keep the relationship strong, and sees the other side quickly. **Right for:** You are wrong, or it matters far more to them. **Working with them:** Ask for their view first, because otherwise they will often go along with yours. Test a yes by asking what they would change. When they have given way several times running, return the favour.

Collaborating

Treats the disagreement as a shared problem and digs for what each side really needs. **Right for:** Important issues where the relationship has to last. **Working with them:** Come ready to explain why you want what you want. If time is short, say so at the start and agree how long you will both give it.

Avoiding

Steps back, lets tempers cool, and leaves minor irritations alone. **Right for:** Trivial issues, and tempers that need to cool. **Working with them:** Do not ambush them. Give notice, keep it private, and raise one specific issue. Silence is not agreement, so ask what they think, then wait.

No style is a flaw. Each is the right response somewhere, and the skill is range: matching your approach to the stakes, the time you have and the relationship.

A reflective exercise, not a validated psychometric instrument. The five styles follow the dual-concern model (Blake and Mouton, 1964; Thomas, 1976); the statements are original to SeeMyPersonality and this is not the Thomas-Kilmann instrument. Free to print and photocopy for teaching, training and team sessions. © 2026 SeeMyPersonality.

Skip the paper: it scores itself at seemypersonality.com/conflict-style-test