

# The Conflict Inventory

*Instructions for filling out this inventory can be found on pages 2 and 3.*

1. A. Using logic I try to convince the other of my position.  
B. I use whatever authority I have to convince the other of my position.
2. A. I let others take responsibility for solving the problem.  
B. I seek the other's help in working out a solution.
3. A. I try to find a compromise solution.  
B. I actively listen to the other.
4. A. I make an effort to win the other over.  
B. I will make an effort to go along with what the other wants.
5. A. I remind the other of the justice of my position.  
B. I show empathy about the other's plight.
6. A. I try to surface all of the other person's concerns.  
B. If I give up something, I expect the other to give up something.
7. A. I press my argument to get points made.  
B. I attempt to work on all concerns and issues in the open.
8. A. I assert my rights.  
B. I will give up some points in exchange for others.

9. A. I try to soothe the other's feelings to preserve our relationship.  
B. I encourage the other to act for him- or herself.
10. A. I tell the other person my ideas.  
B. I propose a middle ground.
11. A. I remind the other I am an authority on the subject we are dealing with.  
B. To keep the peace, I might sacrifice my own wishes for those of the other.
12. A. I invite the other to join with me to deal with the differences between us.  
B. I assume that giving advice creates dependence on me.
13. A. I try to show the other the soundness of my position.  
B. I usually repeat back or paraphrase what the other has said.
14. A. I use the constitution or policy manual as a backup for my position.  
B. I encourage the other to stay in the conflict with me until we agree.
15. A. I try to do what is necessary to avoid tension.  
B. If it makes the other happy, I might let him or her retain some of his or her views.
16. A. I point to the consequences if the other doesn't listen.  
B. I am firm in pursuing my argument.
17. A. I am concerned with satisfying everybody's wishes.  
B. I try to find a fair way for the other to get what he or she wants.
18. A. I don't try to persuade another about what should be done. I help the other find his or her own way.  
B. I try to find a fair combination of gains and losses for both of us.

19. A. I try to postpone the issue until a later time.  
B. I try to show the rationality and benefits of my position.
20. A. I am nonjudgmental about what the other says or does.  
B. I call on an expert authority to support my case.
21. A. I try to find an intermediate position.  
B. I usually seek the other's help in working out a solution.
22. A. I tell the other about the problem so we can work it out.  
B. I propose solutions to our problems.
23. A. I usually ask for more than I expect to get.  
B. I offer rewards so the other will go along with my point of view.
24. A. I try not to give advice, only to help the other make up his or her own mind.  
B. Differences are not always worth worrying about.
25. A. I calculate how much I can get, knowing I won't get everything.  
B. I try to gain the other's trust, to get him or her on my side.
26. A. I sometimes avoid taking positions that would create unpleasantness.  
B. I withdraw when I don't get my way.
27. A. I help the other take care of his or her own problems.  
B. When someone avoids conflict with me, I invite that person to work it out with me.
28. A. I try to put as little of myself forward as possible, attempting to make use of the strengths of the other.  
B. I point out the faults in the other's arguments.
29. A. When someone threatens me, I assume we have a problem and invite that person to work it out with me.  
B. When I am right, I don't argue much; I just state my position and stand firm.

30. A. I will give in a little so everybody gets something he or she wants.  
B. I try not to hurt the other's feelings.
31. A. I prepare my case before joining the argument.  
B. I admonish the other to do as I say.
32. A. I am considerate of the other's wishes.  
B. If we are at a loss as to how to work an issue through, we ask for a third party.
33. A. To succeed, one needs to be flexible.  
B. In a conflict, one should focus on fact finding.
34. A. I evaluate the positives and negatives of the other's argument.  
B. If the other's position is important to him or her, I would try to meet those wishes.
35. A. It is more important to be right than to be friendly.  
B. I try to help the other feel courage and power to manage his or her own problems.
36. A. I assume we will all be able to come out winners.  
B. I assume conflict management is the art of attaining the possible.
37. A. When opposed, I can usually come up with a counter argument.  
B. I assume we can work a conflict through.
38. A. I emphasize the gravity of the situation.  
B. In a conflict, everybody should come out with something, though not everything that was expected.
39. A. I prefer to postpone unpleasant situations.  
B. I support the other in trying to find his or her way.

40. A. I defend my ideas.  
B. I share only that which is helpful to my case.
41. A. I let others know whether my requirements are being met.  
B. I want the other to be content.
42. A. I attempt to define our mutual problems.  
B. I sympathize with the other's difficulties, but don't take responsibility for them.
43. A. I usually plan out my argument.  
B. I express caring toward the other.
44. A. If it is important, I will put pressure on the other to get what is needed.  
B. I join with the other to gather data about our problems.
45. A. I assume relationships are more important than issues.  
B. I assume that each of us must give up something for the good of the whole.

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# Scoring the Conflict Inventory

Circle the letters below that you circled on each item of the questionnaire.

	Persuade	Compel	Avoid/ Accommodate	Collaborate	Negotiate	Support
1	A	B				
2			A	B		
3					A	B
4	A		B			
5		A				B
6				A	B	
7	A			B		
8		A			B	
9			A			B
10	A				B	
11		A	B			
12				A		B
13	A					B
14		A		B		
15			A		B	
16	B	A				
17			B	A		
18					B	A
19	B		A			

	Persuade	Compel	Avoid/ Accommodate	Collaborate	Negotiate	Support
20		B				A
21				B	A	
22	B			A		
23		B			A	
24			B			A
25	B				A	
26		B	A			
27				B		A
28	B					A
29		B		A		
30			B		A	
31	A	B				
32			A	B		
33					A	B
34	A		B			
35		A				B
36				A	B	
37	A			B		
38		A			B	
39			A			B
40	A				B	
41		A	B			
42				A		B
43	A					B
44		A		B		
45			A		B	

Total number of items circled in each column:

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