



The people development people.

Introduction to the *Thomas-Kilmann Conflict Mode Instrument (TKI)*

Support conflict management, team-building,
leadership and coaching, and retention goals



Topics Covered

- TKI Assessment Overview
- Key Applications and Scenarios
- Customer Successes
- Getting Started
- Popular Products
- Support Resources



TKI Assessment Overview



TKI Assessment Overview

- Introduces a model to help people understand the nature of conflict and ways to approach and manage it
- Presents a way of depersonalizing potentially emotion-laden conflict situations
- Proposes and describes particular and unique modes that the participant uses to deal with conflict effectively
- Suggests a situational approach to handling conflict
- Enhances self-understanding and awareness of others





TKI Assessment Overview

- The TKI model offers 5 possible, distinct modes (or styles) for dealing with conflict: *accommodating, avoiding, collaborating, competing, and compromising*
- Each one of 30 forced-choice items requires the respondent to choose one of the 5 modes
- Raw scores for each mode are compared to 8000 others
 - 4000 of each gender
 - Variety of organizational levels
 - Various race/ethnic groups
- Results are reported as percentiles





TKI Assessment Overview: The TKI Conflict-Handling Model

Originally researchers proposed a continuum to understand human interaction:

Task ----- People
Oriented ----- Oriented

The Continuum was sometimes labeled:

Directive/ ----- Cooperative/
Assertive ----- Considerate





TKI Assessment Overview: The TKI Conflict-Handling Model

Then, in the 1950s, **the “great split”** – researchers suggested that these were not opposite ends of the same continuum; perhaps there were two, separate, non-correlated dimensions:

Directive/ -----
Assertive

----- Cooperative/
Considerate

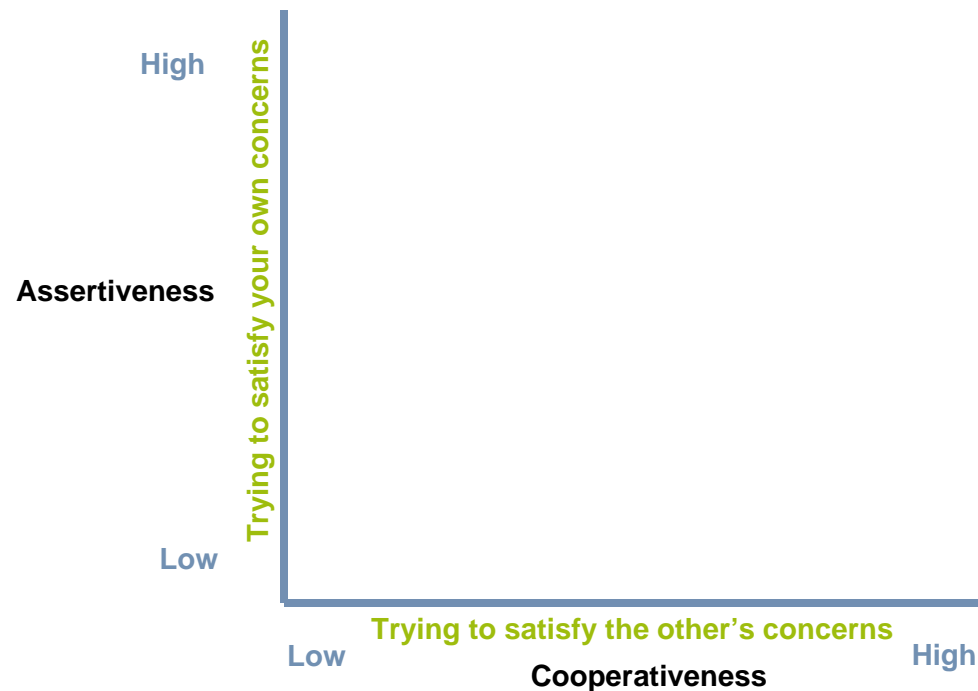




TKI Assessment Overview: The TKI Conflict-Handling Model

The TKI instrument assesses an individual's behavior in conflict situations, describing a person's behavior along two basic dimensions:

- (1) **assertiveness**, the extent to which the individual attempts to satisfy his or her own concerns, and
- (2) **cooperativeness**, the extent to which the individual attempts to satisfy the other person's concerns.





TKI Assessment Overview: The TKI Conflict-Handling Model

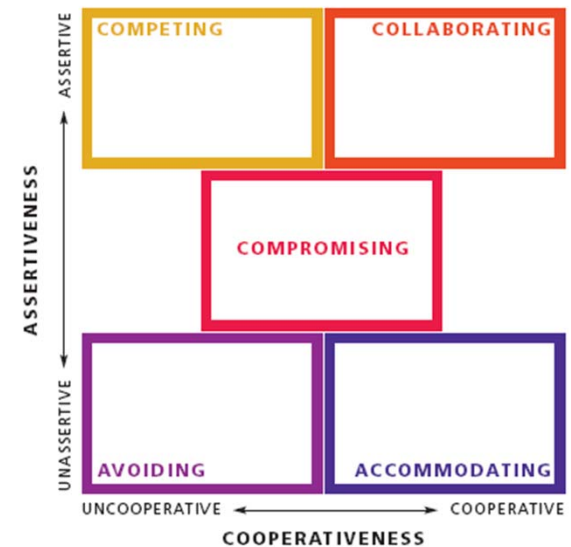
- The two dimensions of behavior, Assertiveness and Cooperativeness, can be used to define five modes of dealing with conflict:
 - Competing
 - Collaborating
 - Compromising
 - Avoiding
 - Accommodating

TKI PROFILE & INTERPRETIVE REPORT
MARCH 2, 2010.....

PAT SAMPLE
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The Five Conflict-Handling Modes

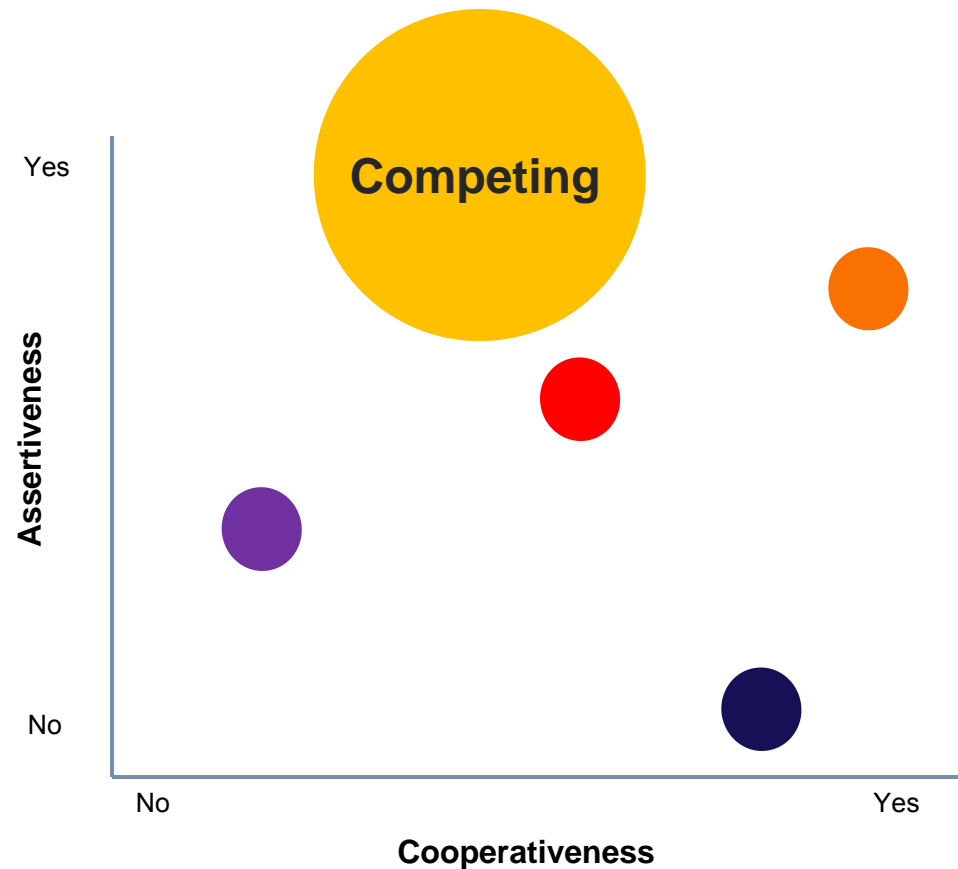
The *Thomas-Kilmann Conflict Mode Instrument* (TKI) assesses an individual's behavior in conflict situations—that is, situations in which the concerns of two people appear to be incompatible. In conflict situations, we can describe a person's behavior along two basic dimensions*: (1) **assertiveness**, the extent to which the individual attempts to satisfy his or her own concerns, and (2) **cooperativeness**, the extent to which the individual attempts to satisfy the other person's concerns. These two dimensions of behavior can be used to define five methods of dealing with conflict. These five conflict-handling modes are shown below:





TKI Assessment Overview: The Conflict-Handling Modes

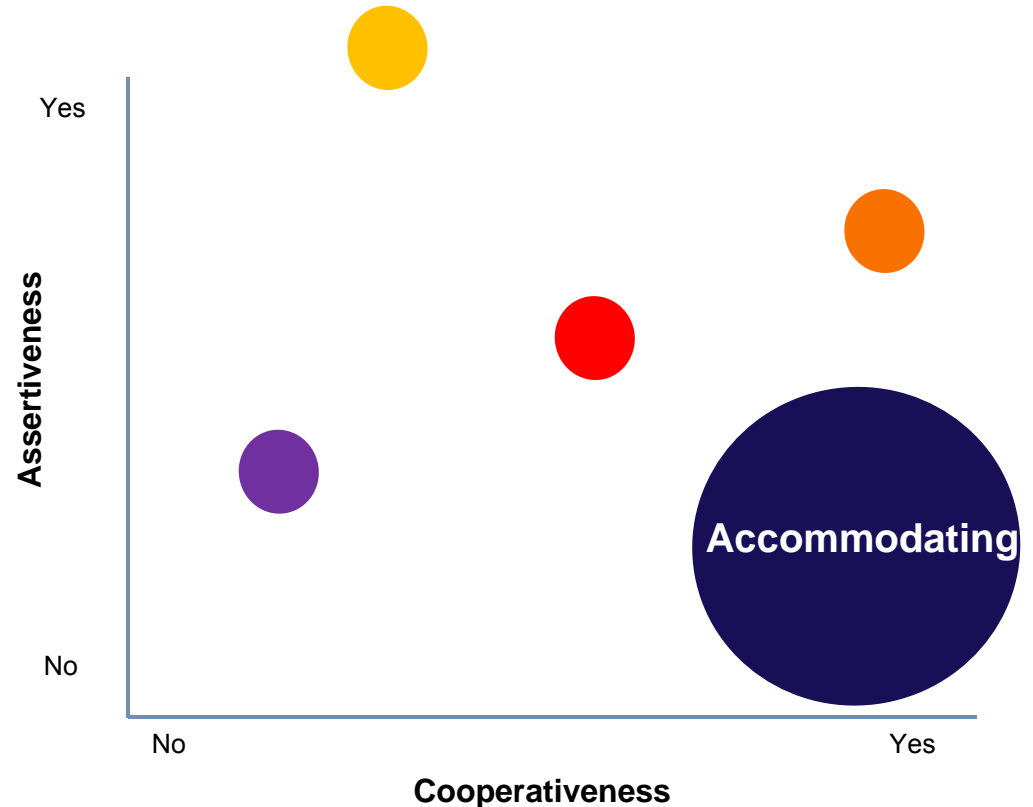
- **Competing** is assertive and uncooperative.
- You try to satisfy your own concerns at the other person's expense.
- The classic win/lose scenario: You can only win when your adversary does not.





TKI Assessment Overview: The Conflict-Handling Modes

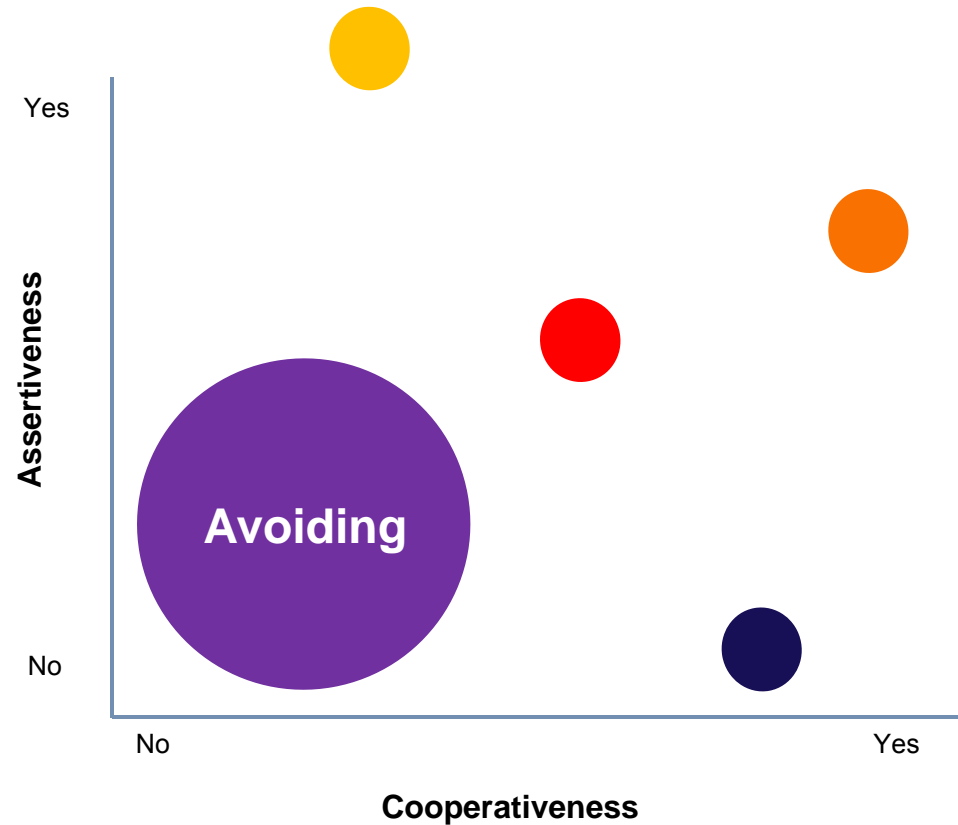
- **Accommodating** is unassertive and cooperative.
- You attempt to satisfy the other person's concerns at the expense of your own.
- You try to sustain the relationship, at the expense of asserting/getting what you want.





TKI Assessment Overview: The Conflict-Handling Modes

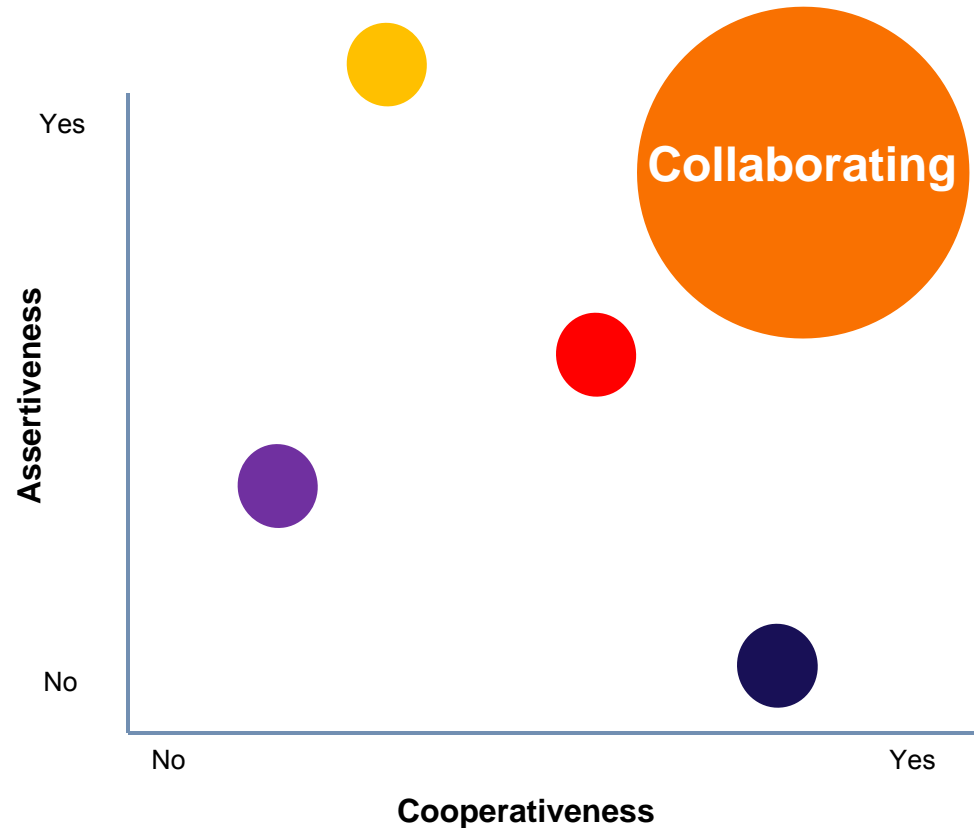
- **Avoiding** is unassertive and uncooperative.
- You sidestep the conflict without trying to satisfy either person's concerns.
- Dealing with the issue is ignored.





TKI Assessment Overview: The Conflict-Handling Modes

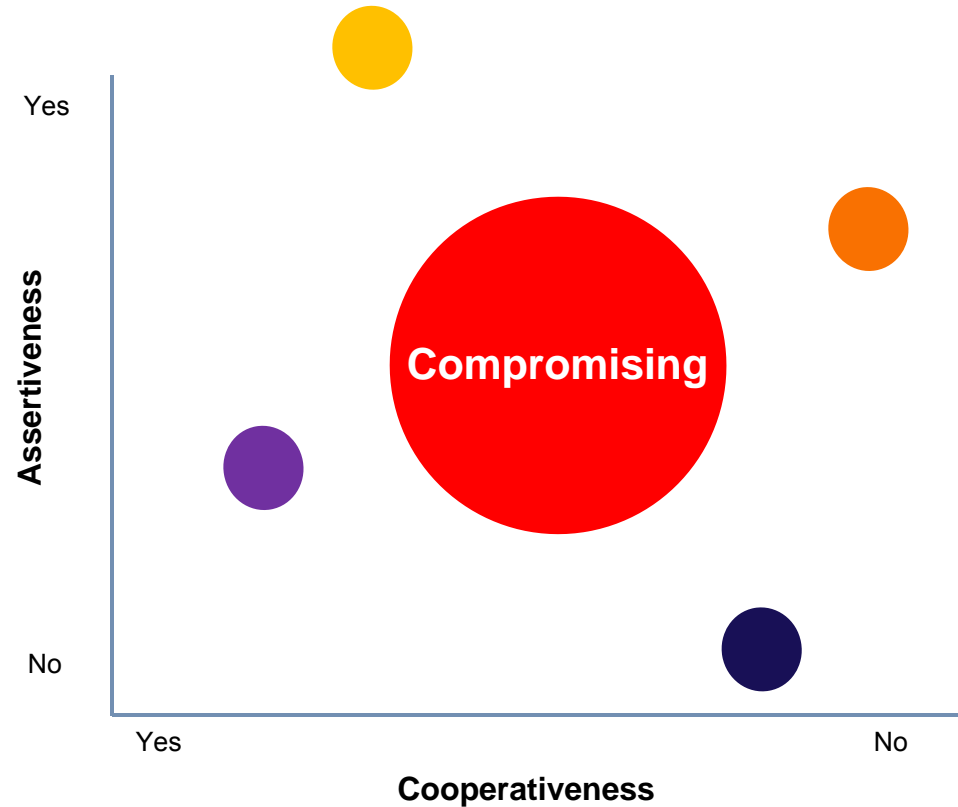
- **Collaborating** is assertive and cooperative.
- You try to find a win-win solution that completely satisfies both people's concerns.
- You actively seek to ensure that others get heard, while asserting your own position.





TKI Assessment Overview: The Conflict-Handling Modes

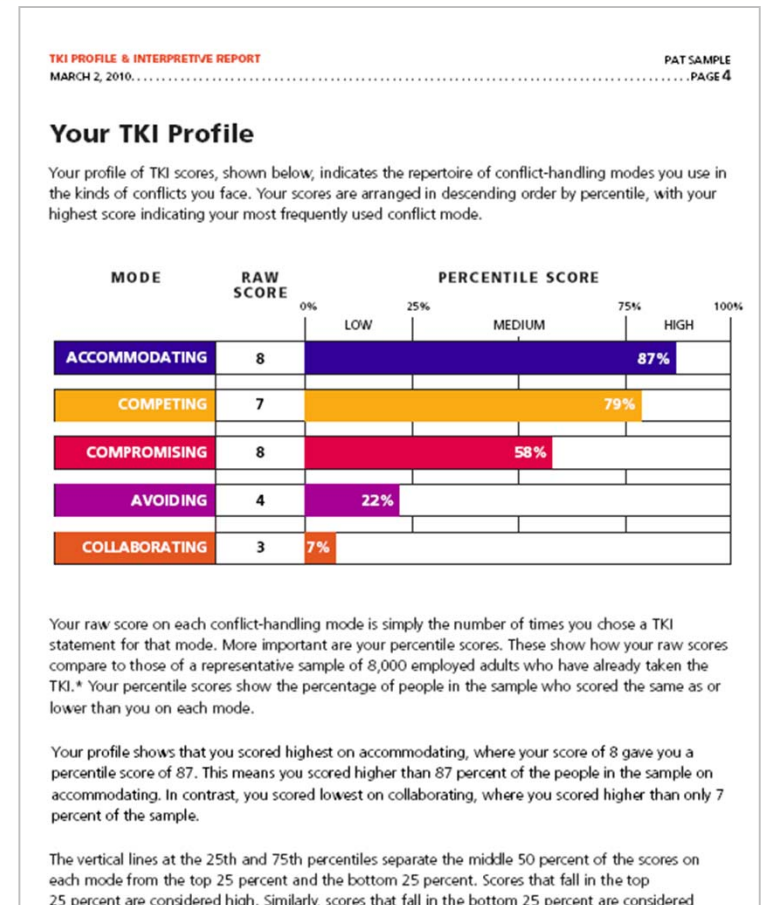
- **Compromising** is intermediate in both assertiveness and cooperativeness.
- You try to find an acceptable settlement that only partially satisfies both people's concerns.
- You may 'feel some pain,' but this is fair, as your adversary's pain is about the same as yours.





TKI Assessment Overview

- TKI Profile compares your results to 8,000 others.
- Results are presented in percentile terms.
- Can readily see which conflict handling modes are likely favored and what modes may be under/rarely-employed.



Key Applications and Scenarios



Key Applications and Scenarios

- Conflict Management
- Team Building
- Leadership and Executive Development
- Individual Development
- Assertiveness and Communications
- Retention
- Emotional Intelligence (EQ)





Key Applications

- 1. Situational approach**
2. Learn to adapt and build new skills
3. Team conflict-handling styles



Key Application One: **Situational approach**

Take a Situational Approach to TKI Results:

- Teach your clients to choose how they will respond vs. react
- Consider the scenario: which of the 5 conflict-handling modes fits best?
- Be Objective vs. Subjective





Key Application Two

1. Situational approach
- 2. Learn to adapt and build new skills**
3. Team conflict-handling styles



Key Application Two: **Learn to adapt and build new skills**

It's never too late to learn to adapt and build new skills.

Teach your clients to:

- Expand from “one approach fits all”
- Notice what modes others are using
- Add to their repertoire
- Increase comfort, reduce awkwardness with unfamiliar modes



Key Application Three

1. Situational approach
2. Learn to adapt and build new skills
- 3. Team conflict-handling styles**



Key Application Three: **Team conflict-handling styles**

In team-based situations, compare and add to the styles of your teammates. Help the team members discover:

- What is their dominant style? Back-up style?
- When all styles are aggregated, what is the team style?
- What are the benefits of this team style?
- What are the possible costs/blind-spots?



Key Application Three: How conflict styles appear to the team

Conflict Styles in Action – understanding the dynamic each mode plays

COMPETITOR

Agenda: Pushing for your topic
Truth: Arguing for your conclusion
Goals: Advocating your goals
Action: Arguing for the action you prefer

COLLABORATOR

Agenda: Searching for a topic of common interest
Truth: Merging insights for deeper understanding
Goals: Taking both people's goals into account
Action: Looking for a win-win solution

COMPROMISER

Agenda: Splitting time between different topics
Truth: Moderating a conclusion
Goals: Seeking partial concessions to goals
Action: Splitting the difference

AVOIDER

Agenda: Missing meetings or not bringing up topics
Truth: Not sharing facts or opinions
Goals: Not pursuing either person's goal
Action: Trying to postpone a decision

ACCOMMODATOR

Agenda: Going along with teammates' topics
Truth: Accepting conclusions despite reservations
Goals: Sacrificing your goals to help others
Action: Tolerating decisions you don't like





Key Application Three: What are the effects of the team's preferred mode?

COMPETITOR TEAM

Decision-making: imposed by leader, or reached through argument or debate; speakers make their strongest case: which will prevail?

COLLABORATOR TEAM

Decision-making: by consensus, using dialogue or discussion to seek creative decisions that integrate the insights and needs of teammates

COMPROMISER TEAM

Decision-making: negotiation to find a workable, acceptable middle-ground settlement

AVOIDER TEAM

Decision-making: screening out or postponing issues that are unnecessary or unsafe – not wanting to open a “can of worms”

ACCOMMODATOR TEAM

Decision-making: supporting and protecting teammates' needs; relationships take priority over task issues or personal concerns



Customer Successes



Customer Successes

“The TKI assessment is helping us create an environment that’s open to creative solutions to conflicts. We are training our management team first, and will then cascade the training to the rest of our organization.”

--Dorothy Beineix, HRD Consultant and Trainer, Vision Service Plan (VSP)

“We use the TKI tool with our employees at the supervisory level to help them understand how they approach their employees in a conflict situation. It is really useful to make them aware that there are different ways of approaching conflict and that there is no wrong or right answer but that the cleverest thing to do is to be flexible enough to adapt your style to the situation.”

--Marcela Castagnino, Sr. Training Specialist LAR, Baker Hughes



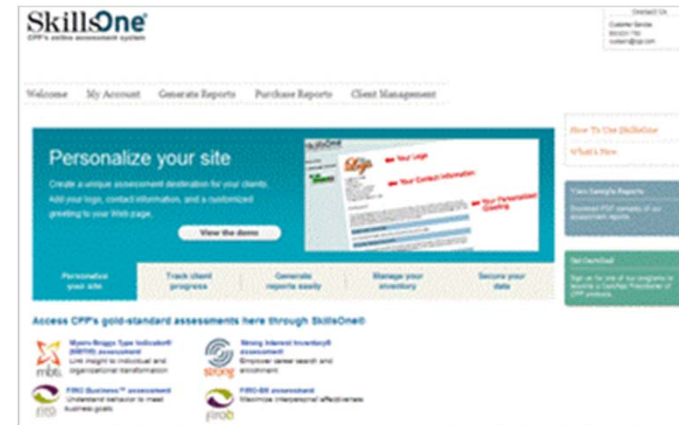
Getting Started



Getting Started

The TKI assessment does not require a certification program and can be delivered:

- Online via CPP's online assessment delivery site SkillsOne®



- Via self-scoring, paper-and-pencil booklet

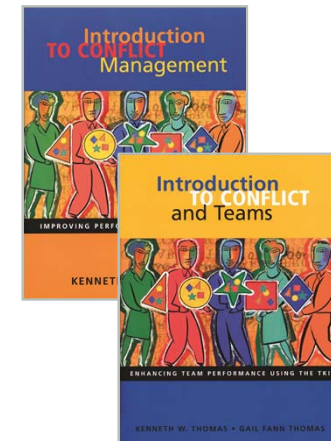
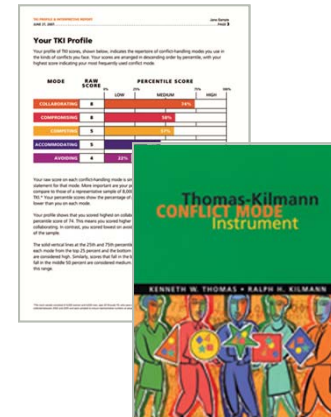


Popular Products and Support Resources



Popular Products

- **TKI Profile and Interpretive Report** - Includes an explanation of the individual's preferred mode and suggestions for learning to work with less preferred modes, #248248
- ***Thomas-Kilmann Conflict Mode Instrument*** - Includes assessment, interpretation, and feedback materials, #4813
- ***Introduction to Conflict Management***, #4816
- ***Introduction to Conflict and Teams***, #4818

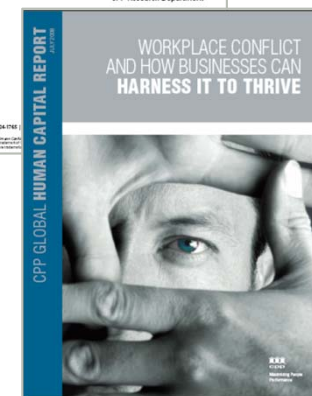
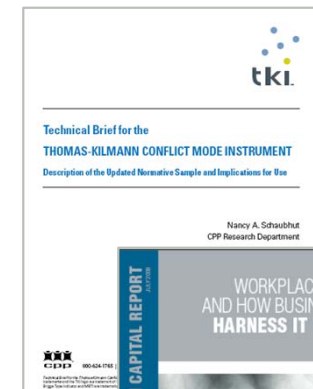




Support Resources

Available on www.cpp.com in the **Knowledge Center**:

- Case Studies
- White Papers
 - Making Conflict Management a Strategic Advantage
- Technical Brief for the TKI tool - Description of the Updated Normative Sample and Implications for Use
- Research Reports
 - CPP Global Human Capital Report
 - Conflict Styles of Men and Women





The people development people.

Thank You

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