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## **Reproducible Masters**

## REPRODUCIBLE MASTERS

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- RM-1 Welcome
- RM-2 Conflict Is . . .
- RM-3 Objectives
- RM-4 Understanding the Conflict Modes
- RM-5 Scoring the TKI
- RM-6 Graphing Your TKI Scores
- RM-7 The Five Conflict-Handling Modes
- RM-8 Competing
- RM-9 Competing Skills
- RM-10 Overuse of Competing
- RM-11 Underuse of Competing
- RM-12 Accommodating
- RM-13 Accommodating Skills
- RM-14 Overuse of Accommodating
- RM-15 Underuse of Accommodating
- RM-16 Avoiding
- RM-17 Avoiding Skills
- RM-18 Overuse of Avoiding
- RM-19 Underuse of Avoiding
- RM-20 Collaborating
- RM-21 Collaborating Skills
- RM-22 Overuse of Collaborating
- RM-23 Underuse of Collaborating
- RM-24 Compromising
- RM-25 Compromising Skills
- RM-26 Overuse of Compromising
- RM-27 Underuse of Compromising

## WORKSHOP SYNOPSIS

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In many organizations today, the focus is on results: finding better solutions faster. To optimize performance, we must be able to effectively resolve issues, settle differences, and implement solutions on every level. The *Thomas-Kilmann Conflict Mode Instrument* (TKI) helps people discover how the ways they handle conflict—their conflict styles—affect performance.

We all use a range of conflict styles based on our skills and on the demands of the situation at hand. By understanding and expanding these styles, we can improve the way we accomplish goals individually and within work groups.

The Conflict Mode Workshop was created to guide you in using the TKI in a group learning environment. The workshop targets four key objectives:

- Expanding self-awareness
- Developing awareness of others
- Assessing conflict situations
- Learning and applying new skills

Participants are introduced to five basic conflict-handling modes. They learn how and when each mode is typically most appropriate and gain eye-opening insight into how overusing or underusing any one mode can create unwanted situations for themselves and for the people around them.

Unlike many programs targeted at dealing with conflict or conflict resolution skills, the Conflict Mode Workshop does not advocate a particular mode as the best approach to handling conflict. All modes are effective if applied to the appropriate situation and if used in a balanced way. In other words, all five modes are “good” or useful. This natural approach takes into account the fact that each situation is unique and people must operate within their own skill sets.

We often rely on one or two modes out of habit. This may be because we are comfortable with our skills in that mode or because using that mode has worked for us in past situations. However, by acting unconsciously or out of habit, we may not be using the approach that is most appropriate to the current situation. Participants may discover through the course of the Conflict Mode Workshop that some of the chronic conflict situations they encounter are either caused or fueled

## WORKSHOP SYNOPSIS

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by their conflict-handling styles. This profound insight, for those who experience it, is perhaps the most valuable benefit of all.

The Facilitator's Guide includes:

- In-depth interpretations, real-life examples, and interactive learning activities
- Step-by-step instructions for presenting material and conducting activities
- Workshop overheads in two formats—as reproducible masters and as a PowerPoint® presentation on CD-ROM (PowerPoint® 2000, PC format only)
- Sample responses to specific questions
- Suggestions and key points for group discussions
- Recommendations for planning and implementing your own conflict workshop

In addition, a facsimile of each reproducible master appears with the corresponding text for easy reference. The information is organized in a way that allows the facilitator to tailor the presentation to the needs of the audience and adapt it to fit different time frames.

The workshop is designed to address a wide range of audiences, from entry-level employees to senior executives. It can be facilitated by a manager, team leader, trainer, or outside consultant and is an excellent tool for department meetings, team-building activities, and a variety of training programs, including leadership, customer contact, diversity, internal customer service, and communication skills.

## TIPS FOR FACILITATORS

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To *facilitate* means to “make easier.” People learn more through hands-on experience than they do from listening to information. Your role as the facilitator will be to guide the participants through a process of self-discovery. The following tips are provided to assist you in preparing for your session.

### Preliminaries

- Prepare in advance. Make sure you are comfortable with the material.
- Know your audience. Consider the participants’ needs, expectations, and experience level in developing your agenda.
- Make sure you have all the materials you need and check that all equipment is working properly. Decide on an appropriate seating arrangement (round tables seating five to ten people each are recommended).

### Key Responsibilities

- Create and maintain a positive, nonthreatening environment.
- Keep the group on track and moving forward.
- Solicit participation. Involve the group in discovering answers.
- Remain open, objective, and flexible. Respond to the feelings of the group.

### Principles of the Conflict Mode Workshop

- All modes for handling conflict are useful and effective when used appropriately. There are no “good” or “bad” modes.
- Some people may feel uncomfortable talking about conflict in general, or they may fear that negative traits will be exposed. The Conflict Mode Workshop is not designed to make one person look better (or worse) than another.
- The goal of the Conflict Mode Workshop is not to change personalities; it is to enhance self-awareness, refine existing skills, and develop new skills.

## TIPS FOR FACILITATORS

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### Adult Learning Concepts

- Adults learn when they can see a reason or need for learning. It is important to establish the benefits of the workshop, or “what’s in it for me,” early in the session.
- Adults learn through participation and by solving realistic problems. The more you involve the group in discussion, the more they will learn and remember.
- Adults learn best in a fun and informal atmosphere.
- Adults can listen with full retention for twenty minutes. Retention is highest during the first twenty minutes of a presentation, and second-highest during the last twenty minutes.

### Group Discussion Tips

- Ask open-ended questions.
- Demonstrate active listening skills.
- Allow for silence. People need time to process what has been said and to put their own thoughts in order.
- Invite group participation. Allow the group to respond to one another, and involve them in answering questions.
- Use tactful shifts to keep the discussion moving forward—for example, “I’d like to hear if others share your feelings . . .,” “I’m concerned about the time; would you bring that up again when . . .,” “You looked like you were going to say something. . . .”
- Refocus the group when necessary to keep the discussion on track.

## OVERVIEW OF ACTIVITIES

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### Warm-up Exercise

Beginning with a brief warm-up exercise will set the tone for the workshop and help participants overcome their initial reluctance to speak in front of the group. The idea is to create an atmosphere that is lighthearted and fun.

The Warm-up Exercise on page 9 is designed to reveal differences in the backgrounds, preferences, and skills of the participants. In this way, individuals get an opportunity to share something about themselves and to see how unique people are—and why conflict is thus an inevitable part of everyday life.

### The Thomas-Kilmann Conflict Mode Instrument (TKI)

The TKI self-assessment is the core of the Conflict Mode Workshop. Participants discover what their conflict-handling styles are and then compare their scores with those of a control group. When preparing the group to complete the assessment, it is important to emphasize to participants that all of the conflict-handling modes are positive and that the assessment profile will not reveal anything negative about them.

Some people find that they score differently if they are thinking primarily about their personal life or their work life. Likewise, job responsibilities, work environment, and other factors play a role in what modes people use. Therefore, their TKI scores can change throughout their careers as their jobs or other dynamics change. If you are conducting the exercise in a work setting, ask the participants to focus on their current work situation. See the TKI booklet for instructions.

### Group Score Exercise

The Group Score Exercise on page 69 allows participants to see how their results compare with those of the group as a whole. This may be relevant when the group consists of people with either the same or entirely different job responsibilities. Using a chart or graph that summarizes the most- and least-used modes of the group, you can engage participants in a discussion about how the implications may affect their work environment. Another valuable outcome of this exercise is that participants often see consensus in areas in which they thought they were different from others.

## OVERVIEW OF ACTIVITIES

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### Rapid-Fire Exercise

In the Rapid-Fire Exercise, group members respond to a sample situation by offering statements that demonstrate the use of a particular conflict mode. This “think on your feet” activity helps clarify the differences between the modes and increases retention. It also provides a basis for discussing the possible advantages and disadvantages of using a particular mode. See page 63 for details.

### Flash Card Exercise

In the Flash Card Exercise, participants use cards they have created during the course of the workshop to play a one-on-one quiz game. Players guess preferred conflict modes based on real-life situations. This reinforces the use of different modes and allows participants to share how they will use what they have learned. The game is developed during the core presentation, and initial preparation begins on page 29. See page 67 for complete instructions and details.

### What’s My Mode Game

The What’s My Mode Game is a humorous team activity that uses two-person scripted role-plays. Participants score points by guessing what mode both players are using. The game allows individuals to practice recognizing different conflict modes and exposes the humorous side of inappropriate responses. See page 71 for instructions.

### Sharing Exercise

The Sharing Exercise encourages participants to reflect on their experiences and share insights about how they can apply what they have learned. Participants write a “diary page” at the beginning of the workshop that describes two recent conflict situations: one in which they were pleased with the outcome and one in which they were not pleased. After completing the workshop, they review their diary pages and analyze the same situations using the ideas and principles introduced during the presentation. The exercise lends itself well to a review and wrap-up of the workshop. See page 101 for details.

## SAMPLE AGENDAS

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**Note** The following agendas are provided for your convenience. They can be modified to fit your needs, or you may wish to create your own. Please note that the times listed are approximate and will vary depending on the size of your group and the amount of time you spend in group discussions.

### Two-Hour

Session	Activity	Time
	Introduce session	10 minutes
	Complete and score the TKI (page 18)	20 minutes
	Review each mode (pages 20–61)	60 minutes
	Rapid-Fire Exercise or Flash Card Exercise (pages 63 & 67)	15 minutes
	Sharing Exercise (page 101)	10 minutes
	Summarize and close	5 minutes

### Four-Hour

Session	Activity	Time
	Introduce session & Warm-up Exercise (page 9)	15 minutes
	Present RM-2 through RM-4	20 minutes
	Complete and score the TKI (page 18)	20 minutes
	<b>Break</b>	10 minutes
	Review each mode (pages 20–61)	75 minutes
	<b>Break</b>	10 minutes
	Group Score Exercise (page 69)	5 minutes
	Rapid-Fire Exercise (page 63)	15 minutes
	Flash Card Exercise (page 67)	15 minutes
	What's My Mode Game (page 71)	30 minutes
	Sharing Exercise (page 101)	20 minutes
	Summarize and close	5 minutes

# SAMPLE AGENDAS

Six-Hour Session	Activity	Time
	Introduce session & Warm-up Exercise (page 9)	15 minutes
	Present RM-2 through RM-4	20 minutes
	Complete and score the TKI (page 18)	25 minutes
	<b>Break</b>	15 minutes
	Review each mode (pages 20–61)	90 minutes
	<b>Lunch break</b>	60 minutes
	Group Score Exercise (page 69)	10 minutes
	Rapid-Fire Exercise (page 63)	15 minutes
	Flash Card Exercise (extended, page 67)	20 minutes
	<b>Break</b>	15 minutes
	What's My Mode Game (extended, page 71)	40 minutes
	Sharing Exercise (page 101)	30 minutes
	Summarize and close	5 minutes

Your Agenda	Activity	Time