

AN INTRO TO

# Relationships & Conflict



A Guide to Personality, Behavior, and  
Interpersonal Needs



Brought to You By:



800-624-1765 | [www.cpp.com](http://www.cpp.com)

## TABLE OF CONTENTS



“Map” of Contents . . . . .	4
Type Preferences on a Team . . . . .	5
Conflict Pairs . . . . .	8
Reading Behavioral Clues . . . . .	11
Flexing Your Style . . . . .	14
Needs, Motivations & Behavior . . . . .	19
Conflict-Handling Intent & Behavior . . . . .	31
Developing Skills for Conflict Management . .	38
Conclusion . . . . .	43



mbti®

Learn your preferences  
and understand your  
behaviors and those of  
your team



tki™

Explore your preferred  
conflict-handling mode and  
learn how to use other  
modes that best fit the  
situation



firo™

Understand your  
interpersonal needs and  
how they affect your  
communication and  
interaction with others

#CPP4U

*Better Relationships.  
Better Connections.  
Better Results.*

[www.cpp.com/4U](http://www.cpp.com/4U)

Copyright 2014 by CPP, Inc. All rights reserved. The MBTI logo is a trademark or registered trademark of the Myers & Briggs Foundation in the United States and other countries. The FIRO and TKI logos are trademarks or registered trademarks of CPP, Inc., in the United States and other countries.

## TYPE PREFERENCES ON A TEAM



# Know Your MBTI® Type

## Let the Treasure Hunt Begin!

As illustrated in the treasure map on the previous page, having team members identify their MBTI personality preferences is a critical first step in helping a team manage relationships and deal with conflict.

As the members learn about their own preferences and the behaviors associated with the preferences, they also learn to value and appreciate the differences between people.

From the employer's perspective, the MBTI assessment provides an excellent framework for helping individuals develop their own awareness of self, others, and their organizations.

*“Self-awareness makes it easier to understand one’s own needs and likely reactions if certain events occurred, thereby facilitating evaluation of alternative solutions. It’s the understanding of one’s own needs, emotions, abilities, and behavior.”*

Gary Yukl, a researcher on leadership

# Type Preferences on a Team

## Presenting your Type Head Team



Let's take a look at the role of personality preferences in a team and what behaviors may cause conflict to arise. The same ideas that are applied to a team could also be applied to any relationship between two individuals, coworkers or partners.

Using the above team as an example, what do you see? How many have a preference for Extraversion? for Introversion? What's the balance on the team between Judging and Perceiving preferences?

Looking at each of the preference pairs—E-I, S-N, T-F, and J-P—can tell you a lot about how your team will behave and interact. As an example, let's see what we can learn from Thinking and Feeling.



# Type Preferences on a Team

## The Role of Thinking & Feeling



The way we prefer to make decisions—using Thinking (based on logical analysis) or Feeling (empathetically)—also plays into the relationships on a team. In our team example, half prefer Thinking and half prefer Feeling. Is there harmony on the team? Is everyone treated fairly as an individual?

These questions are important to people who have a preference for Feeling. People who have a preference for Thinking may be more focused on tasks and want to make decisions based on everyone being treated the same (no individuals treated differently based on circumstances).

Conflicts often arise on a team when decisions need to be made. With Thinking and Feeling preferences, the information being considered in making the decision would differ between preferences.



Pamela Valencia

*Solutions Consultant*

*CPP Professional Services*

Want More? If you're ready to dig deeper into the content provided in this section, visit [www.cppblogcentral.com](http://www.cppblogcentral.com) where you can see each topic covered in depth and learn more about the MBTI assessment and other CPP products. See page 18 for an outline of blog titles relating to this content.

## CONFLICT PAIRS

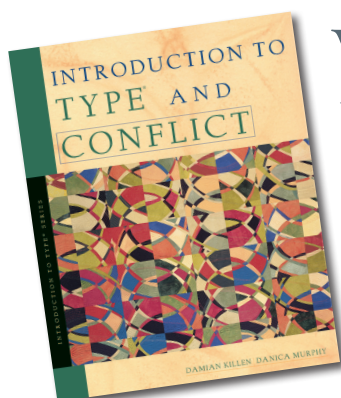


# What Are the Conflict Pairs

## (And Why Are They Fighting in the First Place)

In their research, Damian Killen and Danica Murphy determined that where people focus their attention in conflict and how they respond to conflict are best represented by the last two letters in their four-letter personality type code—their “conflict pair.” There are four different conflict pairs: TP, TJ, FP, and FJ.

Our conflict pair provides insight into what likely causes conflict for us, our desired outcome, how we tend to deal with our emotions during conflict, and what we see as a successful outcome.



## Want More?

**Introduction to Type<sup>®</sup> and Conflict**  
BY DAMIAN KILLEN & DANICA MURPHY

Use type as a framework for managing conflict by offering your clients tips on how to better approach conflict situations, communication strategies, and ways to resolve conflict in work situations.



# Conflict Pairs

## You Mean Yelling Isn't the Answer?



When we talk about conflict, we are not just talking about obvious situations such as sibling rivalry or a couple arguing about one not pulling their weight in doing the house chores. Conflict is present all around us and if we don't know how to deal with it, we could be ticking time bombs when a situation that we don't know how to overcome arises.

While arguing (or possibly yelling) with a sibling can be seen as the norm for some, we can't exactly react the same way with our co-workers or bosses when a conflict arises in the workplace. Using your knowledge of the Myers-Briggs® assessment is a way to learn to identify your own conflict triggers and how to manage them as well as those of others around you.



Karen Gonzalez  
*CPP, Inc.*

# Conflict Pairs & the Team

## Conflict Pairs Go (Type) Head to (Type) Head



In our Type Head Team, two of the conflict pairs are represented: TJ and FJ.

### TJ Conflict Pair

- ◆ Challenges to/of authority can propel them into a conflict situation.
- ◆ Need closure and tend to deny their emotions to the point that they burst out, causing them to quickly shift from easygoing to intense and seemingly angry.
- ◆ Tend to be aggressive in their approach but want a way forward.
- ◆ Once closure is achieved, they can walk away from the conflict situation satisfied.

### FJ Conflict Pair

- ◆ Conflict is not easy because their ultimate desired outcome is intact relationships.
- ◆ React when there is a challenge to/of beliefs.
- ◆ Want to include emotions as part of the dialogue.
- ◆ Seek communication and harmony and pick up on conflict easily, striving to make sure that there's no lingering bitterness.

## READING BEHAVIORAL CLUES

# Reading Behavioral Clues

(Time to play detective... someone grab Watson!)



After identifying the preferences in your team or group, the next step in improving relationships is learning to identify behaviors typically associated with each preference.

Being able to recognize what behaviors “go with” which preferences will enhance your ability to flex your style to better connect with others and be more effective.

So what behaviors are associated with which personality type preferences?

Answering this question can be complicated because people have a choice in how they behave.

# Behavioral Clues to Type

## More Than “the Loud One” & “the Quiet One”



One key question/observation when it comes to Extraversion and Introversion is whether a person likes to talk out an idea or prefers to think through an idea thoroughly before presenting. Does that individual say, ‘I think I have a general idea of what I want to do, can I bounce some ideas off of you?’ or, ‘Okay, I have really thought this out and I want to get your opinion?’ It can be that subtle.

Within these two preferences, there are many subcategories – for example, how we prefer to initiate communication with others, the depth and breadth of our relationships, and how much we share about ourselves. Here comes the tricky part: We all extravert and introvert.



Pamela Valencia

*Solutions Consultant*

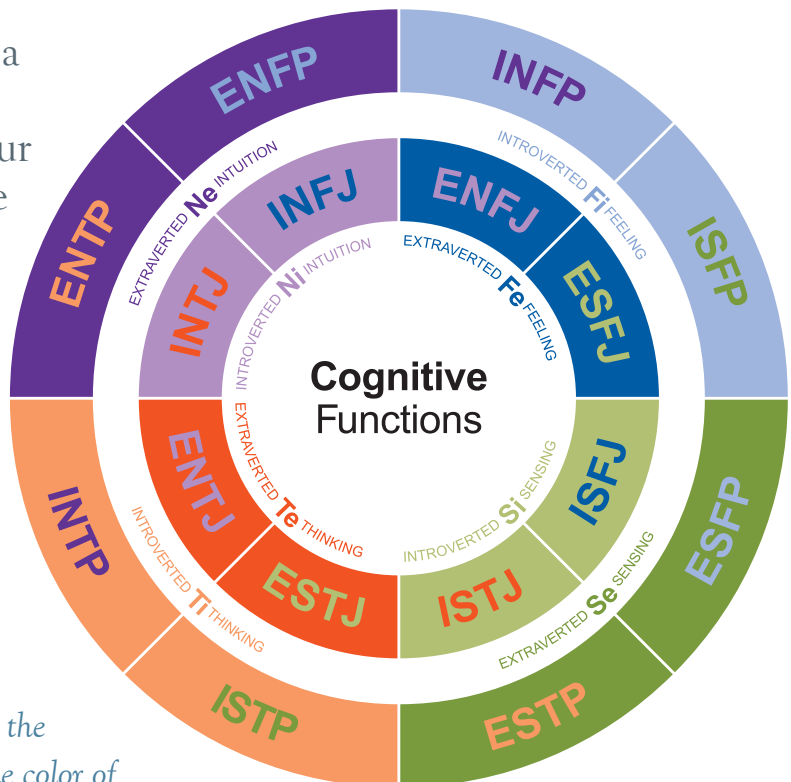
*CPP Professional Services*

# Behavioral Clues & Dominant Functions

## Relationship Status: It's Complicated

If we have a preference for Extraversion, then our dominant or favorite part of our personality will be extraverted. Then, because we need balance, our auxiliary or second favorite part of our personality will be introverted.

Similarly, if we have a preference for Introversion, then our dominant or favorite part of our personality will be introverted and our auxiliary or second favorite part will be extraverted.



*The color of the words are the auxiliary functions and the color of the background behind the words is the dominant function. For example, the word extraverted thinking is orange. Extraverted thinking is the dominant function of ENTJ and ESTJ, and the auxiliary function of ISTJ and INTJ.*

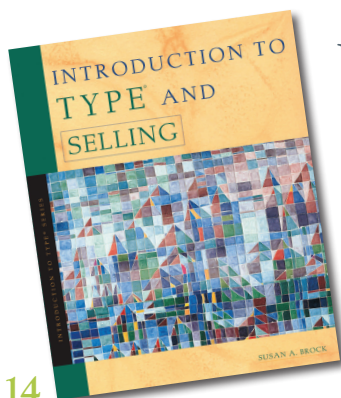
## FLEXING YOUR STYLE

# Flexing Your Style

In her booklet, Brock refers to changing your behavior as adapting to your customer. We call it flexing your style. Flexing your style can be as simple as starting with your most comfortable self and then, in response to behavioral cues, gradually adjusting to better reflect the other person's style.

Did he frown slightly or move away from or toward you? Is she more soft-spoken than you are? We don't need to mirror one another, just modify our behavior so that it comes closer to matching the other person's style (maybe use a softer voice, actively listen without interrupting, add more eye contact). Nothing dramatic is needed.

It is important to remember that our preferences don't change; however, we can choose our behavior. It does take practice, energy, and awareness, but if the relationship is important, then isn't it worth the effort?



## Want More?

### Introduction to Type<sup>®</sup> and Selling

BY SUSAN A. BROCK

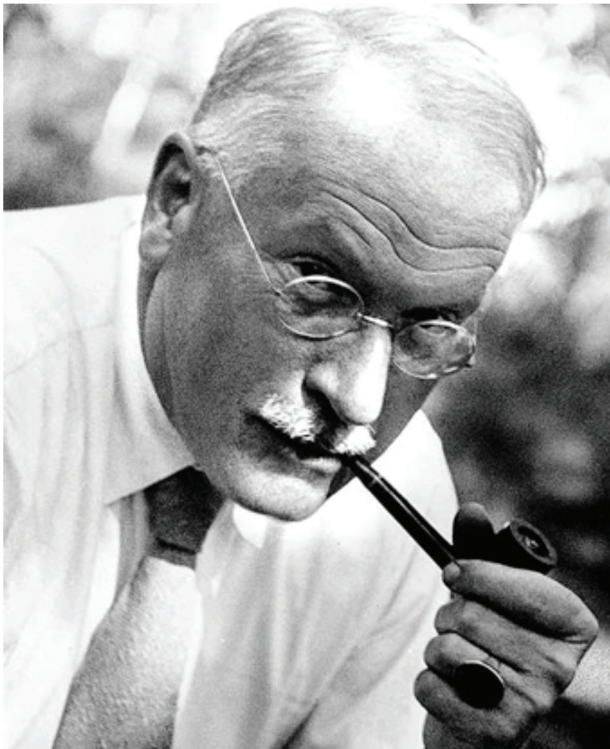
Provides salespeople with ways to approach customers and build strong relationships. It also offers methods to estimate a client's "type mode" based on behavioral and language cues.



# Jung & Flexing Your Style

## Taking In Information & Making Decisions

According to Jungian theory, while we are awake, we are doing one of two things: taking in information (using Sensing, S, or Intuition, N) or making decisions about that information (using Thinking, T, or Feeling, F).



This results in four patterns associated with how people's minds work—ST, SF, NF, and NT. Recognizing that one of these patterns is our favorite, most preferred pattern, there are three different ways we can flex our style to better connect with others.

# Flexing & Type Summary

## Intuition With Thinking & Feeling

### Intuition & Thinking (NT)

- ◆ “Possibilities for Systems” people
- ◆ Like to create or retool systems for greater efficiency
- ◆ Enjoy complex critiques and evaluations that improve processes
- ◆ May come across as blunt

### To adjust your style to accommodate NT preferences

- ◆ Recognize critique as a way to improve
- ◆ Present models
- ◆ Be willing to debate possibilities

### Intuition & Feeling (NF)

- ◆ “Possibilities for People” people
- ◆ Like to paint a picture with words
- ◆ Value driven
- ◆ Big picture view of the future and what it could be

### To adjust your style to accommodate NF preferences

- ◆ Like to brainstorm ideas and are easily bored with detail
- ◆ Include long-term possibilities

# Flexing & Type Summary

## Sensing With Thinking & Feeling

### Sensing and Thinking (ST)

- ◆ “Bottom Line” people
- ◆ Interested in facts and a logical, step-by-step approach
- ◆ Specific and to the point
- ◆ Use fewer personal words

### To adjust your style to accommodate ST preferences

- ◆ Focus on the practical
- ◆ Stay away from analogies and metaphors
- ◆ Keep it short and sweet
- ◆ Be prepared to be tested on your knowledge

### Sensing and Feeling (SF)

- ◆ Focus on the personal impact and want to provide “practical help for people”
- ◆ Establish relationship first and will often share personal stories

### To adjust your style to accommodate SF preferences

- ◆ Remember that loyalty and relationships are important to them
- ◆ Be friendly & open
- ◆ Give practical information

# Want More?



If you're ready to take a deeper dive into the content provided previously, feel free to visit [www.cppblogcentral.com](http://www.cppblogcentral.com), where you can see each one of the above topics covered in depth and learn more about the MBTI® tool and other CPP products.

## Corresponding Blog Posts

- ◆ Increasing Self-Awareness & Understanding Team Relationships with the MBTI Assessment
- ◆ Increasing Self-Awareness & Understanding Team Relationships
- ◆ Understanding Team Relationships & Myers-Briggs Conflict Pairs
- ◆ Reading Behavioral Clues to Myers-Briggs Personality Types: Extraversion/Introversion & Sensing/Intuition Preferences
- ◆ Reading Behavioral Clues to Myers-Briggs Personality Types: Thinking/Feeling & Judging/Perceiving Preferences
- ◆ Building Relationships by Flexing Your Style

NEEDS, MOTIVATIONS & BEHAVIOR

# Why'd You Do THAT?!

## Understanding Interpersonal Needs & Motivations

Understanding interpersonal needs gives us insight into another aspect of our personality—what motivates our behavior in regard to how much interaction we want with others.

For example, we know that people who prefer Extraversion are energized by the outer world of people and things, but what if they have low interpersonal needs? How they express their Extraversion will “show up” differently compared to Extraverts who have high interpersonal needs.

Interpersonal needs add another unique dimension to who we are and why we do the things we do. Based on the research of Will Schutz, PhD, the FIRO-B<sup>®</sup> instrument was created to assess interpersonal needs.



“Knowing about interpersonal needs gives us a better sense of why we seek out or avoid certain situations, as well as why we seek to be ‘satisfied’ or to have those needs met.”

Pamela Valencia  
*Solutions Consultant*  
*CPP Professional Services*



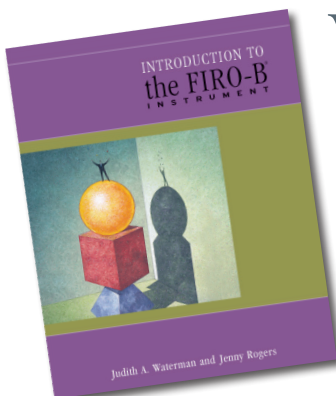
# Understanding Interpersonal Needs & Motivations

## Why'd You Do *THAT*?!

The theory is that beyond our physiological needs—for food and safety, for example—we each have interpersonal needs—for Inclusion, Control, and Affection—that strongly motivate us.

Unlike personality type preferences, which, according to Jung, are hardwired at birth, interpersonal needs are developed throughout our lifetime, based on our experiences, culture, values, and so on.

As Schutz explains, everyone has the desire to express Inclusion, Control, and Affection, as well as to receive these from others. These interpersonal needs are ranked low, medium, or high depending on the strength of the desire to get them met.



## Want More?

### **Introduction to the Firo-B® Instrument**

BY JUDITH WATERMAN & JENNY ROGERS

This fundamental booklet focuses on your clients' interpersonal needs and the impact of their behaviors in the workplace. It also provides them with a solid foundation for understanding their FIRO-B results.

# Inclusion, Control & Affection

## The Three Amigos of Motivation

**Inclusion**, sometimes called Connection, is about the need to belong. The desire to be recognized, to be a part of the group, is Wanted Inclusion. It could be a work group, a book club, a family circle, a sports team (or a group that watches a particular sport), a volunteer group, or even an organization.

The other side of this interpersonal need is Expressed Inclusion—the drive to include others, to decide who to include.

For some, Inclusion is not a strong motivating factor, while for others it is very important.

# Inclusion, Control & Affection

## The Three Amigos of Motivation

**Control**, sometimes called Influence, is another interpersonal need that may motivate an individual's behavior. How important is it to you to be in charge or to not be “managed” in any way? The need to lead, influence, provide structure, and make the decisions is Expressed Control.

Wanted Control is about how much you want others to lead, provide structure, set the goals, etc. Is your motivation to have this interpersonal need met low, medium, or high in either dimension?

Think about how often you are “driven” to take charge. If you find yourself constantly wanting to be in charge, is it because you feel others are incompetent or because you want to drive the direction? Do you feel that others in a leadership role are there to provide you with structure and direction, or that they should trust you to fulfill your role the way you want to?

For some, it may be difficult to delegate effectively, or they may overvalue competence (not valuing a learning experience, but instead seeing a mistake as a disaster). For others, the strong need for independence and freedom from responsibility may limit their effectiveness in relationships.

# Inclusion, Control & Affection

## The Three Amigos of Motivation

**Affection** is about one-to-one relationships and the emotional ties and warm connections between people. Wanted Affection has to do with how much warmth and closeness you want in relationships.

Think about how often you disclose your feelings to individuals and how willing you are to listen to theirs. How important is it for you to be liked by others? How many individuals are you close to, and how would you define close?

Do you have a few deeper relationships or do you consider everyone you meet (get acquainted with) a friend? Expressed Affection is about how willing you are to develop a close and warm connection with another person. How often do you act in ways that encourage closeness to another? Because of differences in this interpersonal need, some people may be perceived as unapproachable, while others may be disappointed in a relationship because the other person doesn't accept the depth and intensity that they want and need.

If we are seeking to have our interpersonal needs met and our current circumstances (work or home, for example) don't meet them, we will actively seek to get these needs met in other ways.

# How Understanding Motivation Can Lead to More Effective Behavior

## What Do You WANT From Me?



Let's take a look at two sets of interpersonal needs on the same team. One person (A) has Inclusion scores of High Expressed and High Wanted. Another person on the team (B) has Low Expressed and Low Wanted Inclusion.

The impression created may be that person A is engaging, connected, humorous, and social, while person B comes across as private, selective, quiet, and difficult to know. Person A may be deeply affected by rejection, experience being away from the group as missing the action, and perceive lack of acknowledgement as negative.

For Person B, on the other hand, invitations to “join the group” may seem obligatory, being singled out may come across as negative, and collaboration may feel like a time waster. Why? The reason might be because those interpersonal needs want to be met on different levels. Low Expressed and Low Wanted Inclusion can also mean that the individual is highly selective about who he or she wants to meet this need. Person B may only want to be included in groups in which her supervisor is involved (for example).

# How Understanding Motivation Can Lead to More Effective Behavior

## What Do You WANT From Me?

Now let's look at interaction in a group with Low Expressed and Low Wanted Control.

There are three members on a team, all with the same interpersonal need for Control (or Influence). Their assessment results suggest that they don't need the responsibility of being in charge to get this interpersonal need met; nor do they want others providing structure (or telling them what to do).



The group overall may appear independent and maybe even rebellious at times. Their preference will be to do things their own way, at their own pace. Thus they may put extra effort into doing their work well so that they will be perceived as autonomous and self-reliant.

The challenge for this group may be coordinating their efforts or stepping up into a leadership role when appropriate.



# Appreciating Yours and Others' Interpersonal Needs

## If You Try Sometimes, You'll Find You Get What You Need



Our interpersonal needs do not define us but rather help us understand our reluctance or motivation to behave in certain ways. We can always choose how we want to proceed or react to a situation, and developing the skills to realize what works for both ourselves and others, our leaders,

or the team is important. At the very core of people's interpersonal needs is the need to be accepted, respected, and appreciated by others, and everyone has this need met in different ways.

It is important that you think strategically about taking care of your needs, while at the same time demonstrating to others that you are cooperative, that you can be a part of a group or team. If you are working with a group, consider setting up your workday so that you have sufficient time for thinking and planning. It is also important to be able to clearly communicate your need for private time (whether as part of your work life or your home life), maybe arranging it for a certain time each day so that those around you come to expect it. And when you are interacting with others, you can think of it as building up a healthy interaction bank account, one from which you can withdraw later.



*If your interpersonal needs are low*, chances are that you don't feel a strong pull to be around others. Intellectual stimulation, activities you do alone, and privacy are probably more important to you.

*If your interpersonal needs fall more in the medium range*, your interaction with others may sometimes be a source of satisfaction, but it will depend on with whom and the context of the situation.

*If your interpersonal needs are medium to high*, then interaction with others will usually be a source of satisfaction for you (getting those interpersonal needs met), and you probably have regular contact with friends. People with medium-high or high interpersonal needs prefer regular contact with a large group of friends, and at the high end may avoid situations that require working alone for long periods of time.



Pamela Valencia

*Solutions Consultant*

*CPP Professional Services*

# Better Behavioral Skills

## Meeting Interpersonal Needs at Work

To better develop your behavioral skills, think about when you need to be the center of attention—or at least share the stage—and when it would be better to let others take the lead.

If you have to work alone on a project, recognize that you may need to reenergize by connecting with others and discussing your project. But also think about which projects and activities can strategically enhance your team, your career, and your relationships prior to jumping in to assist. If you have the strong desire to connect with your colleagues or coworkers, consider arranging time outside the workplace to connect (through social activities, volunteering, and so on).

Sometimes we can develop one of our most important skills by taking the time to examine our motivations and flexing our style to better meet not only our own interpersonal needs but the needs of others, as well.



# Want More?



If you're ready to take a deeper dive into the content provided previously, feel free to visit [www.cppblogcentral.com](http://www.cppblogcentral.com), where you can see each one of the above topics covered in depth and learn more about the FIRO® tool and other CPP products.

## Corresponding Blog Posts

- ◆ Why'd You Do THAT?! Understanding Interpersonal Needs & Motivations
- ◆ What Do You WANT From Me? How Understanding Motivation Can Lead to More Effective Behavior
- ◆ But If You Try Sometimes, You'll Find You Get What You Need

## CONFLICT-HANDLING INTENT & BEHAVIOR



# Problem Solving & Conflict

Multiple people on a team means many perspectives, opinions, communication styles, interpersonal wanted and expressed needs, personality preferences, and more. Now ask those teams to solve a problem, often with limited resources, and there's bound to be conflict. Conflict is completely natural and inevitable.

Though everyone is different, there is a pattern to how most people handle conflict. The Thomas-Kilmann Conflict Mode Instrument calls these patterns conflict-handling modes or conflict-handling styles.

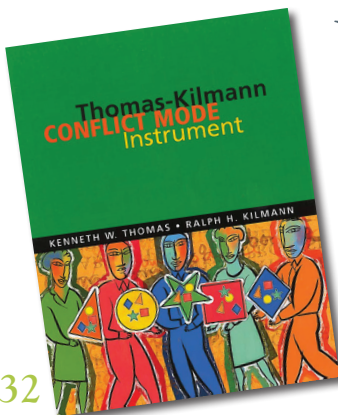


Understanding all the conflict modes helps you add to your bag of tools and choose which tool or tools will be most effective (although not necessarily the most comfortable to use) in different situations.

# The Five Conflict-Handling Modes

The five TKI conflict-handling modes involve different levels of assertiveness (the degree to which you try to satisfy your own concerns) and cooperativeness (the degree to which you try to satisfy the concerns of another person).

- ◆ **Competing** is assertive and uncooperative, and typically the goal is to “win” (my direction is the right direction).
- ◆ **Accommodating** is unassertive and cooperative—the opposite of competing—and the goal is to “yield” (okay, we will do it your way).
- ◆ **Avoiding** is unassertive and uncooperative, and the goal is to “delay” (it will go away, or it is not worth my time, or I will deal with it tomorrow).
- ◆ **Collaborating** is both assertive and cooperative—the opposite of avoiding—and the goal is to “find a win-win solution” (how can we both come out ahead?).
- ◆ **Compromising** is moderately assertive and moderately cooperative, and the goal is to “find middle ground” (you get half and I get half).



## Want More?

### Thomas-Kilmann Conflict Mode Instrument

BY KENNETH W. THOMAS & RALPH H. KILMANN

The easy-to-use, self-scorable TKI assessment, complete with interpretation and feedback materials, helps individuals learn about the most appropriate uses for each conflict-handling style and how to increase their comfort level with their less used styles.





## Tennis Balls, Hula Hoops & Conflict Modes

Let's use the example of a game. The game requires five hula hoops and 30–40 tennis balls. You arrange four hula hoops on the ground, one at each corner of an imaginary 25-foot square. Then place the fifth hoop in the middle of the square (imagine the dots on the “five” side of a die). Put all the tennis balls inside the middle hoop. Divide the participants into four teams as evenly as possible. Ask each team to choose one of the outer hoops and go stand next to it. Explain the objective: The team that ends up with all the balls in its hoop wins.



We have done this activity several times, and each time we have seen all five of the TKI conflict-handling modes played out in the groups. Here are examples of how the modes play out: Some individuals step away from the chaos that ensues after the game starts, not wanting to be involved (avoiding). Others attempt to hide tennis balls in their clothing, seeking to win (competing). Some attempt to create an alliance with another team, agreeing to share equal amounts of the balls (compromising). Some assist another team, believing that the other team has the best chance of winning (accommodating). Others try to form a strategy that allows everyone to win—by stacking the hula hoops on top of each other (collaborating).

The TKI assessment helps participants identify which conflict modes they use in the conflict situations they face. The conflict modes are wonderful in a sense because they are about skill and situation. You are not limited to one unless you limit yourself. Some people do limit themselves because they have had previous success using one conflict mode, or because of how they were raised and which mode was considered acceptable in their culture.



The conflict-handling mode you use at any given time depends on your skill level and the requirements of the situation. All modes are “good” if used appropriately.

However, when any conflict mode is overused or underused, unwanted situations develop.

The key is in expanding your skill set and your ability to assess what is appropriate in each situation.



Pamela Valencia

*Solutions Consultant*

*CPP Professional Services*

# Conflict-Handling Intent & Behavior

## Are There Any Bad Apples?

A really great booklet on conflict is *Introduction to Conflict and Teams* by Kenneth W. Thomas and Gail Fann Thomas. It takes that deeper dive into the perceptions of the TKI conflict modes—how we view the different modes and how others may view us when we use our preferred modes. Let's look at some general behaviors associated with three of the five modes, as described in the booklet.

**Competing** is looking at trying to win, and competitors tend to view conflict as a contest between opposing positions. If you were in a conflict over an apple with a competitor, and the competitor truly felt that the apple belonged to him, he might bite into it and take a piece out to claim it as his own.

Competitors like to make things happen and will take the lead if there is a need for quick action—for example, in a crisis situation. This mode is assertive and uncooperative, and because of this, competitors need to guard against monopolizing, not listening, exaggerating, and attacking. People with other conflict styles may see competitors as closed-minded, unfair, rash, and/or insensitive. It is important to remember, however, that competitors can be powerful advocates, willing to face facts and say what needs to be said.

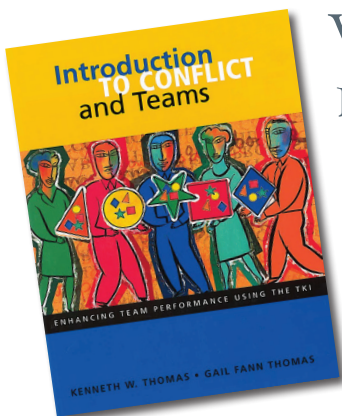
**Compromising** is looking to find a middle ground, and compromisers tend to view conflict as a way to be reasonable. When I think about this mode, I immediately think “half an apple.” It is the quick way to solve an argument—you both give, and you both get. Compromisers tend to be adept at finding fair solutions, especially when competing and collaborating haven’t worked. They also tend to be more positive toward relationships than competitors and take less time resolving conflicts than collaborators.

This mode is both unassertive and uncooperative, so the challenge is that sometimes compromisers will rush to settle (matters, the argument, etc.) even when more discussion time is available. Compromisers need to guard against compromising on ethics, values, or even integrity.



People with other conflict styles may view compromisers as too soft, short-sighted, or even pushy. However, when they use the mode correctly, compromisers tend to bring balance to situations so that extremes are avoided and agreements are made.

**Avoiding** is both unassertive and uncooperative. It is about managing time and costs. Avoiders tend to see conflicts as intrusions or disruptions. They are sensitive to the time costs and stress of conflict, and can help steer others clear of conflict issues. If there were a conflict about an apple, an avoider might put the apple down, walk away, and perhaps go buy an orange for himself since that apple is not worth the time, energy, or stress. Avoiders are focused on using time wisely, only on important issues and when the conditions are right. People with other conflict styles may see them as too cautious to take a risk, uninterested in getting to the bottom of things, or unresponsive to people's concerns. Avoiders value their time and energy, and the ability to be prepared. If you tend to rely on the avoiding mode, it is important to recognize that the situation may not be worth your time but people are. Be aware of your tendencies to miss meetings, avoid people, and procrastinate.



## Want More?

### Introduction to Conflict and Teams

BY KENNETH W. THOMAS & GAIL FANN THOMAS

This hands-on booklet helps people understand how their TKI scores translate into the five conflict-handling styles as they relate to their work in teams.

DEVELOPING SKILLS  
FOR CONFLICT MANAGEMENT



# Practice Makes Perfect in Conflict Situations

## Let Us See You One-Two Step

How do you develop skill in recognizing which TKI conflict mode or modes are appropriate for a given situation? It's a two-step process.

**1 Assess** the situation

**2 Practice** using the TKI conflict mode that makes the most sense.

The next time you are watching a movie or attending a meeting (at which the topic or decision is important), take a moment to observe what is happening through a TKI lens. You will see a back-and-forth flow and ebb of different styles and modes.

A great example of conflict management appears in the film *Apollo 13*. There is a clip on YouTube—"Failure is Not an Option"—that illustrates several conflict modes. One of the engineers is using the competing mode effectively (when you know you are right). The other uses accommodating as he acquiesces to another's persuasion, then shifts his style to collaborating as he attempts to merge insights from diverse perspectives.

# The Most Effective Uses of the Five Conflict-Handling Modes

## Competing

Best used when you know you are right and a decision needs to be made (even though it may be an unpopular course of action). This mode is the one least concerned with relationships, so use it sparingly. It requires the user to have skills in being persuasive, being fair, and balancing tough-mindedness with support. To be persuasive, it's important to explain your motives, to be specific and credible.

Takes time and willing participants. Best used when merging diverse perspectives is important (especially when concerns are vital to an organization) and you need a commitment to a decision or to working through a relationship. The skills for collaborating are setting the right tone when raising the issue (right time, benefits of a solution) and knowing the difference between a concern and a position. It's important to stay flexible, especially when looking at solutions.

## Collaborating

# Compromising

The critical skill for compromising is being able to determine what is fair for both parties. It is easy to cut an apple in half, but what about running a business or an organization? Working with vendors or customers? Getting your children to school in clothes they don't want to wear? (We just threw that one in to see if you are paying attention.) Compromising is being able to make those partial concessions and ensure that they are reciprocated without looking like you are "giving up" or "giving in."

Involves keeping your cool, recognizing a tense situation where there are issues of blame, anger, or sensitivity, and understanding that it might be prudent to postpone.

The skills for avoiding are the abilities to avoid without being evasive, postpone, set a time, and set the goal to resolve the issue when emotions aren't running so high. Using the avoiding mode also requires the ability to give the other person the benefit of the doubt. Recognize the issues that are unimportant and the ones where you can't win.

# Avoiding



# Accommodating

Requires the skill of conceding gracefully without harboring any resentment. Remember, this mode is about meeting the other person's concerns at the expense of your own. Accommodating is about being persuaded, obeying authority, or deferring to another's expertise. When conceding, explain your reasons without being defensive. Accommodating also requires the skill of recognizing when the conflict is about something that is very important to someone else. Active listening, damage repair, and forgiveness are key to practicing this mode. It is also important to know when you are finished using this mode. In the movie *27 Dresses*, the main character has to practice saying no—which may not come easily to accommodators.

Actively applying the most effective conflict mode takes practice and patience with yourself.

How would you benefit from being able to more effectively manage conflict?

# Want More?



If you're ready to take a deeper dive into the content provided previously, feel free to visit [www.cppblogcentral.com](http://www.cppblogcentral.com), where you can see each one of the above topics covered in depth and learn more about the TKI tool and other CPP products.

## Corresponding Blog Posts

- ◆ Tennis Balls, Hula Hoops & Conflict Modes
- ◆ Conflict-Handling Intent & Behavior: Who's the Bad Apple?
- ◆ Practice Makes Perfect in Conflict-Handling Situations

# Want More...for Your Company?

The things you've read are really great, fantastic even. But you don't think that emailing around this E-book will get everyone in the company to read it, especially those who would benefit most from the content.

**Worry not, that's what we're here for!**

As your organization simultaneously faces increasing needs to develop talent, and but receives less resources from OD and HR departments, you require a more complete solutions-based approach to growth, productivity, and other challenges. CPP's Professional Solutions Group provides easy, practical methods of using assessments and services that solve specific business problems, maximizing ROI for training and development investments. Follow the link below to find your optimal solution.

## **Specialized Solutions Groups:**

- ◆ Corporate Solutions
- ◆ Education Solutions
- ◆ Government Solutions

Talk to us today  
<http://bit.ly/CPPsolutions>

# About the Author



Pamela Valencia is a leadership and team development consultant who works with Fortune 500 companies and other consultants as an assessment expert. In her current role as a CPP Professional Services Solutions Consultant, Pamela facilitates MBTI® and FIRO® Certification training programs as well as customized in house trainings for clients in the entertainment, research & development, hospitality, technology, communications, energy, security, legal, transportation, health care and education industries.

A former VP of learning and development, Pamela has partnered with senior and mid-level managers for more than twenty years to design and implement customized training programs aimed at elevating skills and knowledge, team cohesiveness, and the effectiveness of leaders. Her expertise includes instructional design, stand-up training, program development, train-the-trainer sessions, and team-building strategies. She has extensive experience in the financial industry.

## Certifications and Qualifications

Myers-Briggs Type Indicator® (MBTI®)  
Certification Program Facilitator  
Fundamental Interpersonal Relations  
Orientation-Behavior™ (FIRO-B®)  
Certification Program Facilitator  
CPI 260® Certified Practitioner  
Thomas-Kilmann Conflict Mode  
Instrument (TKI) practitioner  
7 Habits of Highly Effective People, 4  
Disciplines of Execution, Focus/Time  
Management Certified Practitioner  
Achieving Stellar Relations, Leadership,  
Coaching for Performance Certified  
Practitioner  
Situational Leadership Train the Trainer  
Yellow Belt, Six Sigma

## Presentations

National ASTD and SIOPs speaker (2012)  
Association for Psychological Type (APT  
presenter (2008–present)  
California Credit Union League, Tri-  
County chapter, VP Programs, chair and  
presenter (2004–06)  
California Credit Union League Annual  
Conference speaker (2006)  
Riverside County's Women's Conference  
speaker (2003–04)  
APT, Washington chapter, presenter  
(2008–09)

# Feel Free to Sign Up & Join Us Today

Like what you've read so far? Sign up for our email newsletter to get more information such as new products, relevant articles, promotions, blog postings such as the ones referenced in this E-book and more!

Sign up now

[www.cpp.com/getsocial](http://www.cpp.com/getsocial)



NEXT TIME WITH CPP, INC.



# Coming Up: Career Development & the Talent Life Cycle

We hope that you enjoyed our little guide and can put what you learned to great use in your professional and personal lives.

Want more great information but on a new subject? Well, don't call us mind readers yet, but we may have something else you'll enjoy in the works!

Our next discussion will surround career development and the talent life cycle. Some of the topics we'll cover include:

- ◆ DIY career development plans
- ◆ Changing the career path
- ◆ What's a dream job?
- ◆ Your employees' hidden talents
- ◆ Connecting the phases of the talent life cycle
- ◆ Engagement and motivation

Be sure to visit [www.cpp.com/4U](http://www.cpp.com/4U) to subscribe to the emails, download our next guide, view videos, and join the discussion yourself!

# Reader, Meet Priscilla

(Priscilla, meet your new audience!)



*“The MBTI assessment has actually had a huge impact on my life because now I feel like I have language around how I interact with the world. It’s really played a big part in strengthening connections to my immediate community both in a professional way and much more so in a personal way.”*

When we met Priscilla, we were excited to hear about her experience with the MBTI assessment, and we wanted to know more.

So we set her up with our Professional Services Solutions Consultants, and she agreed to let us document her journey as she takes CPP’s assessments and applies her findings in real time, sharing what she learns along the way.

<http://bit.ly/meetPriscilla>

# About CPP, Inc.

While we're best known for the *Myers-Briggs Type Indicator*® assessment, CPP is much more than just a company that sells products. We're also a group of people committed to improving the performance of individuals and organizations around the world.

We promise to help guide you through whatever organizational opportunities and challenges you face—from team building, leadership and coaching, and conflict management to career development, selection, and retention.

Our story began more than 50 years ago with the pairing of two psychology professors—one from Stanford and one from U.C. Berkeley—with a common goal: to use research-based psychological assessments to give people the insight and guidance they need to develop in both their personal and professional lives. Their partnership resulted in the creation of CPP, Inc., the company formerly known as Consulting Psychologists Press.

Today, CPP is a world leader in personality, career, and organizational development assessments. We are grateful to our loyal customers for making this possible.



*The people development people.* **cpp**







*The people development people.* **cpp**

800-624-1765 | [www.cpp.com](http://www.cpp.com)

© 2014 by CPP, Inc. All rights reserved. MBTI, Myers-Briggs, Type Indicator, Step II, and the MBTI logo are trademarks or registered trademarks of the Myers & Briggs Foundation in the United States and other countries. The CPP logo is a trademark or registered trademark of CPP, Inc., in the United States and other countries.