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
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.
Originally researchers proposed a continuum to understand human interaction:

<table>
<thead>
<tr>
<th>Task Oriented</th>
<th>People Oriented</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directive/Assertive</td>
<td>Cooperative/Considerate</td>
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The Continuum was sometimes labeled:
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
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Cooperative/ Considerate
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.
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 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.
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.
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.
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.

TKI Profile & Interpretive Report

Your TKI Profile

Your profile of TKI scores, shown below, indicates the repertoire of conflict-handling modes you use in the kinds of conflicts you face. Your scores are arranged in descending order by percentile, with your highest score indicating your most frequently used conflict mode.

<table>
<thead>
<tr>
<th>Mode</th>
<th>Raw Score</th>
<th>Percentile Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodating</td>
<td>8</td>
<td>87%</td>
</tr>
<tr>
<td>Competing</td>
<td>7</td>
<td>78%</td>
</tr>
<tr>
<td>Compromising</td>
<td>8</td>
<td>58%</td>
</tr>
<tr>
<td>Avoiding</td>
<td>4</td>
<td>22%</td>
</tr>
<tr>
<td>Collaborating</td>
<td>3</td>
<td>7%</td>
</tr>
</tbody>
</table>

Your raw score on each conflict-handling mode is simply the number of times you chose a TKI statement for that mode. More important are your percentile scores. These show how your raw scores compare to those of a representative sample of 8,000 employed adults who have already taken the TKI.

Your percentile scores show the percentage of people in the sample who scored the same as or lower than you on each mode.

Your profile shows that you scored highest on accommodating, where your score of 8 gave you a percentile score of 87. This means you scored higher than 87 percent of the people in the sample on accommodating. In contrast, you scored lowest on collaborating, where your score was higher than only 7 percent of the sample.

The vertical lines at the 25th and 75th percentiles separate the middle 50 percent of the scores on each mode from the top 25 percent and the bottom 25 percent. Scores that fall in the top 25 percent are considered high. Similarly, scores that fall in the bottom 25 percent are considered low.
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
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
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
“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
Thank You

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