**Chapter 9 Handouts**

NAME \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**QuikChoice 9.3 Assessing Your Specific Five Conflict Styles\***

**Instructions**: Recall how you generally communicate in various conflict situations with acquaintances. Let your first inclination be your guide and circle the number in the scale that best reflects your conflict style tendency. The following scale is used for each item:

4 = YES! = strongly agree—IT’S ME!

3 = yes = moderately agree—it’s kind of like me

2 = no = moderately disagree—it’s kind of not me

1 = NO! = strongly disagree—IT’S NOT ME!

1. I often “grin and bear it” when the other person does something I don't like.

4 3 2 1

2. I “give and take” so that a compromise can be reached.

4 3 2 1

3. I use my influence to get my ideas accepted in resolving the problem.

4 3 2 1

4. I am open to the other person’s suggestions in resolving the problem.

4 3 2 1

5. I generally give in to the wishes of the other person in a conflict.

4 3 2 1

6. I usually avoid open discussion of the conflict with the person.

4 3 2 1

7. I try to find a middle course to break an impasse.

4 3 2 1

8. I argue the case with the other person to show the merits of my position.

4 3 2 1

9. I integrate my viewpoints with the other person to achieve a joint resolution.

4 3 2 1

10. I generally try to satisfy the expectations of the other person.

4 3 2 1

11. I try not to bump up against the other person verbally whenever possible.

4 3 2 1

12. I try to play down our differences to reach a compromise.

4 3 2 1

13. I’m generally firm in pursuing my side of the issue.

4 3 2 1

14. I encourage the other person to try to see things from a creative angle.

4 3 2 1

15. I often go along with the suggestions of the other person.

4 3 2 1

16. I usually bear my resentment in silence.

4 3 2 1

17. I usually propose a middle ground for breaking deadlocks.

4 3 2 1

18. I am emotionally expressive in the conflict situation.

4 3 2 1

19. I dialogue with the other person with close attention to their needs.

4 3 2 1

20. I do my best to accommodate the wishes of the other person in a conflict.

4 3 2 1

**Scoring**:

Add up the scores on items 1, 6, 11, 16 and you will find your avoidance conflict style score. *Avoidance Style score*: \_\_\_\_\_\_\_\_.

Add up the scores on items 2, 7, 12, 17 and you will find your compromising conflict style score. *Compromising Style score*: \_\_\_\_\_\_\_\_\_.

Add up the scores on items 3, 8, 13, 18 and you will find your dominating/competing conflict style score. *Dominating Style score*: \_\_\_\_\_\_\_\_.

Add up the scores on items 4, 9, 14, 19 and you will find your integrating/collaborating conflict style score. *Integrating Style score*: \_\_\_\_\_\_\_\_\_.

Add up the scores on items 5, 10, 15, 20 and you will find your obliging conflict style score. *Obliging Style score*: \_\_\_\_\_\_\_\_\_.

**Interpretation**: Scores on each conflict style dimension can range from 4 to 16; the higher the score, the more you engage in that particular conflict style. If some of the scores are similar on some of the conflict style dimensions, you tend to use a mixed pattern of different conflict styles.

**Reflection Probes**: Compare your conflict style scores with a classmate’s. Take a moment to think of the following questions: Where did you learn your conflict style tendencies? What do you think are the pros and cons of each specific conflict style? When you are having a conflict with someone from a different culture, how would you address the different conflict style issues? What skills do you need to practice more to be a culturally sensitive conflict negotiator?

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**Reflections on Your QuikChoice 9.3 Conflict Styles Scores**

1. Check out your highest conflict style score and the lowest conflict style score on the survey. Identify the high vs. low scored styles and add your own interpretations of the 2 different conflict styles in dealing with either workplace or intimate relationship conflicts. Were you surprised at the results? How so?

2. Where did you learn your conflict style tendencies? What do you think are the pros and cons of each high score and low score conflict style as indicated above? Analyze systematically.

3. Based on your scores on the conflict styles’ survey, which style would you like to work on more to balance out your conflict style tendencies in your everyday lives? Why is this style important for you to work on? 4. When you are having a conflict with someone from a different cultural group or identity group, how would you address the different conflict style issues? What 2 skills do you need to practice more to be a culturally sensitive conflict negotiator?

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**Reflecting on Conflict Styles\***

Instructions: Answer the following questions based on the concepts in Chapter 9, applied to your personal experiences. Please share as much as you are comfortable with:

Question 1: Chapter 9 discusses the “compromising” conflict style, which is a give-take approach to conflict where both people partially gain something and partially lose something. Discuss a time when you used this conflict style with someone else. What was the conflict about and what was the compromise? Were you happy with the result? Or were you frustrated with the outcome? Discuss an experience in detail.

Question 2: Chapter 9 discusses the “avoiding/fleeing” conflict style. Discuss a time when you or another person used this conflict style. What was the conflict about? Were you or the other person happy/unhappy with the result? Discuss an experience in detail.

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*\*Source*: Original exercise developed by Adrian Toomey, MA, California State University, Fullerton.

**A Critical Incident: Who Gets the Job?**\*

Competitive organizations across the United States are trying to create more open climates where all people from diverse backgrounds can get along. Their ability to do so effectively depends largely on whom they bring into the workplace when promotional opportunities exist. The following incident will raise a number of important issues about this complex subject.

A medium-sized company in the southern part of Oregon is looking for a manager to oversee the accounting department, which consists of 20 bookkeepers, controllers, and accountants, and four administrative assistants. The current manager, who has been in the job for seven years, has just been promoted. While the company does have a history of promoting from within, it is also interested in creating a more diverse work environment. It is the hope of the company that a diverse work environment can spark new ideas, and, at the same time, attract new customers in different parts of the region and perhaps expand to California. To that end, it is willing to consider both outside and inside job applicants. Four candidates have shown interest in the job:

**JOHN CONNORS** is a skilled accountant. He has been with this company for six years. He is actively involved in community affairs and graduated from a local university. He has cultivated excellent interpersonal relationships both in and out of the company. The only concern some people have is with his sexual orientation: he is gay. While his sexual orientation has not been an issue at work, he does bring his partner to company parties and picnics. However, some people in the department think his sexual orientation is immoral. If he does not get the promotion, he will consider leaving the company. After all, he has served the company loyally for the last six years.

**JENNY CHU** is a Chinese immigrant from Singapore and has been with the company for seven years. In fact, she and the outgoing manager started their employment at the same time. Jenny, a Certified Public Accountant, has outstanding accounting skills and is viewed as the real expert when work-related issues come up. While Jenny has her college degree from Singapore, she continues to update her accounting skills and acquire supervisory skills via continuing education courses at the local university. Her work relationships with others are congenial. However, some people believe she is a bit quiet and introverted.

**EDURADO GARCIA** is an outsider who heard about the job opening from some of his fellow Mexican friends at a recent church meeting. He ran his own successful business in Mexico City, sold it, and moved to the United States seven years ago. He has been a practicing accountant in several different companies. He has depth of experience and a good track record. He is extremely involved in his ethnic community and recently joined the Rotary Club to expand his social contacts. He is personable, approachable, and easygoing. He enjoys spending lots of time with his clients. However, some people are uncomfortable with his accent.

**MALCOLM WASHINGTON, JR**. is an African American new to the area and an outsider. He graduated with honors from Yale where he got his B.S. and his MBA is from Wharton (University of Pennsylvania). For the past year, he was a rising star at his former company, but left to relocate when his wife was offered a once-in-a-lifetime position in this city. Malcolm is bright and willing to learn. He looked like a shoo-in for the job until the vice-president took him and his wife out for dinner. In a town not used to interracial relationships and marriage, there was a lot of discomfort. Malcolm’s wife is European-American.

\*Source: Adapted from Lee Gardenswartz and Anita Rowe. (1995). *The Diversity Toolkit*. Irwin Publishing.

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**Rankings: Who Gets the Job?**

**Instructions**: Read the incident very carefully and rank order the job candidates based on who you think is the best candidate for the job and the company. Be clear about why you are ranking the individuals in your order of preference. After your individual ranking, please discuss your decision with a personnel committee in your class. In the group consensus ranking, everyone on the team has to agree on the top four candidates in order of preference. You have to come to a true consensus ranking system through active communication.

# INDIVIDUAL RANKING:

# 

# I would vote for \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ as the top candidate because:

My second choice is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ because:

My third choice is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ because:

My fourth choice is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ because:

**GROUP CONSENSUS RANKING:**

# We, as a team, would vote for \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ as the top candidate because:

Our second choice is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ because:

Our third choice is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ because:

Our fourth choice is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ because:

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**Interactive Probes for “Who Gets The Job?”**

(After the completion of the entire group discussion exercise,

ask yourself and probe your classmates’ reactions)

1. How would you characterize your own conflict styles in this group discussion exercise?

2. How would you characterize your group members’ conflict styles?

3. Did you or your team members apply some of the intercultural conflict skills mentioned in Chapter 9?

4. On a scale of 1–10, with 1 = not satisfied and 10 = extremely satisfied, how would you rank your satisfaction level with the team negotiation process? Why?

5. If you could rewind the group discussion, what would you do differently?

6. Can you relate to any of the characters in the “Who Gets the Job?” critical incident? Can you share your story with your teammates?

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