

# the Thomas-Kilmann Conflict Mode Instrument

*a bridge to conflict resolution*

## Used internationally by professionals to understand, manage and resolve conflict

The Thomas Kilmann Conflict Mode Instrument (TKI) provides a tried-and-tested solution to conflict management. It allows professionals in any organisation to learn how personal style can impact on others, offering practical advice for the resolution of existing conflict situations, and for preventing future issues from occurring.

## What is the Thomas-Kilmann Conflict Mode Instrument?

The TKI is based on a widely accepted and applied model of conflict resolution:

- This model describes a person's most likely behaviour in a conflict using two dimensions: assertiveness and cooperativeness
- Based on an individual's position on both dimensions, their preferred conflict-handling mode can be identified; learning comes from exploring how anyone can adopt any of the five modes, and when it might be appropriate to do so
- The instrument also provides the basis for exploring the important distinction between where you want to get to, and the alternative ways of reaching that goal, to help individuals and teams create space for negotiation

The instrument can be administered as a stand-alone tool by individuals as part of a group learning process, or as a module in a structured programme.



## How does this tool improve my work?

The Thomas-Kilmann Conflict Mode Instrument is a versatile and easy-to-use instrument that helps people identify their preferred approach to conflict. It reveals how different conflict-handling styles affect the outcome of a conflict situation, both in terms of relationships and results. Its simple but insightful framework also helps trainers and line managers open group discussions around conflict or critical decision-making. The TKI is proven to be an effective tool for enhancing interpersonal and group dynamics at every level of an organisation and is rapidly growing in popularity.

The TKI is also ideal for use in one-to-one sessions as a coaching tool, to explore an individual's influencing style and enhance their effectiveness in negotiating. HR professionals, development specialists, coaches and consultants benefit from the accessibility of this tool, as no training is required, which means you can use all materials without having to qualify.

## Who is the tool suitable for?

Employees at all levels.

## How do I get started?

The TKI is open access, which means that no qualification or test training is required to purchase this instrument.

## How can I use the instrument?

This tool works best in:

- Conflict management
- Interpersonal skills development
- Effective decision-making
- Influencing and negotiating skills development
- Team development
- Line manager coaching
- Executive coaching

### Conflict-handling modes

The TKI assesses an individual's behaviour in conflict situations using two basic dimensions of **assertiveness** and **cooperativeness**. These two dimensions of behaviour are refined to identify the following five conflict-handling modes:

#### Competing

*The goal is 'to win'*

#### Avoiding

*The goal is 'to delay'*

#### Compromising

*The goal is 'to find a middle ground'*

#### Collaborating

*The goal is 'to find a win-win solution'*

#### Accommodating

*The goal is 'to yield'*

## What are the benefits for me and my organisation?

- Quick to administer, score and interpret, with no previous qualification required. The easy-to-follow materials ensure that the instrument can be used immediately, for example by a line manager for an urgent team-development initiative
- Provides the organisation with a useful framework to initiate productive conflict-resolution at all levels of the organisation
- Interpersonal conflicts are an inevitable part of business life. The TKI provides a practical framework to minimise the negative consequences of conflict, and to foster effective teamworking

## What does the instrument look at?

Through completion of the questionnaire, an individual can understand their own and other people's most natural conflict-handling mode from five main types:

- Competing            the goal is 'to win'
- Avoiding             the goal is 'to delay'
- Compromising       the goal is 'to find a middle ground'
- Collaborating       the goal is 'to find a win-win solution'
- Accommodating     the goal is 'to yield'

Using comprehensive programme materials, individuals can then explore the advantages of using a differing style according to the situation.

## What formats are available?

The questionnaire is available online or by email via OPPassessment.

## What is OPPassessment?

OPPassessment is the online system for administering and scoring OPP's portfolio of instruments. It offers a fast, easy and secure way to complete and analyse candidate responses, and to produce professional reports.

## Expert reports

Sample reports are available from our website at [www.opp.eu.com/samples](http://www.opp.eu.com/samples).

## TKI Profile and Interpretive Report

Based on the respondent's particular approach to conflict, this report offers specific suggestions to help them understand the pros and cons of each conflict-handling style, with suggestions for alternative approaches.

The TKI Profile and Interpretive Report provides a personalised interpretation of results, with appealing graphics and explanations of conflict behaviours in five easy-to-understand modes. Added benefits of using the online report through OPPassessment are:

- A detailed interpretation of the profile graph and the percentiles is given to ease understanding of the results
- The description of each conflict-handling mode is presented in the order of the individual's results, so the mode with the strongest preference is reported first
- The highest-scoring conflict mode is explained in more detail; there are two additional sections for the highest-scoring mode: a behavioural description of the particular style, and contributions of the style
- For each conflict-handling mode, the situations in which this style could be beneficial are discussed, and – according to the specific mode – questions for reflection are offered to the respondent

## How can I buy?

To start using OPPassessment - which offers no set-up fee or annual license fee - email [enquiry@opp.eu.com](mailto:enquiry@opp.eu.com) or telephone our Customer Service team on 0845 603 9958.

For any enquiry about training programmes, products and services visit our website at [www.opp.eu.com](http://www.opp.eu.com) or contact our Client Service team at [enquiry@opp.eu.com](mailto:enquiry@opp.eu.com) or 0845 603 9958.