

HOW DO I RESPOND TO CONFLICT? Dynamic Negotiating Approach Diagnostic (DYNAD)

INSTRUCTIONS: Consider your response in situations where your wishes differ from those of another person. Note that statements A-J deal with your *initial* response to disagreement; statements K-T deal with your response *after the disagreement has gotten stronger*. If you find it easier, you may choose one particular conflict setting and use it as background for all the questions. Note that there are no “right” or “wrong” answers; your first impression is usually best.

Circle one number on the line below each statement for questions A through T.

- A. WHEN I FIRST DISCOVER THAT DIFFERENCES EXIST,
I make sure that all views are out in the open and treated with equal consideration, even if there seems to be substantial disagreement.
Not at all Characteristic <---1-----2-----3-----4-----5-----6----> Very Characteristic
- B. WHEN I FIRST DISCOVER THAT DIFFERENCES EXIST,
I devote more attention to making sure others understand the logic and benefits of my position than I do to pleasing them.
Not at all Characteristic <---1-----2-----3-----4-----5-----6----> Very Characteristic
- C. WHEN I FIRST DISCOVER THAT DIFFERENCES EXIST,
I make my needs known, but I tone them down a bit and look for solutions somewhere in the middle.
Not at all Characteristic <---1-----2-----3-----4-----5-----6----> Very Characteristic
- D. WHEN I FIRST DISCOVER THAT DIFFERENCES EXIST,
I delay talking about the issue until I have had time to think it over.
Not at all Characteristic <---1-----2-----3-----4-----5-----6----> Very Characteristic
- E. WHEN I FIRST DISCOVER THAT DIFFERENCES EXIST,
I devote more attention to the feelings of others than to expressing my personal concerns.
Not at all Characteristic <---1-----2-----3-----4-----5-----6----> Very Characteristic
- F. WHEN I FIRST DISCOVER THAT DIFFERENCES EXIST,
I am more concerned with goals I believe to be important than with how others feel about the issue.
Not at all Characteristic <---1-----2-----3-----4-----5-----6----> Very Characteristic
- G. WHEN I FIRST DISCOVER THAT DIFFERENCES EXIST,
I often realize that trying to resolve the differences are not worth my effort.
Not at all Characteristic <---1-----2-----3-----4-----5-----6----> Very Characteristic
- H. WHEN I FIRST DISCOVER THAT DIFFERENCES EXIST,
I make sure my goals do not get in the way of our relationship.
Not at all Characteristic <---1-----2-----3-----4-----5-----6----> Very Characteristic
- I. WHEN I FIRST DISCOVER THAT DIFFERENCES EXIST,
I actively explain my ideas and just as actively take steps to understand others' ideas.
Not at all Characteristic <---1-----2-----3-----4-----5-----6----> Very Characteristic
- J. WHEN I FIRST DISCOVER THAT DIFFERENCES EXIST,
I give up some points in exchange for others.
Not at all Characteristic <---1-----2-----3-----4-----5-----6----> Very Characteristic

- K. IF DIFFERENCES PERSIST AND FEELINGS OF CONFLICT ESCALATE,
I set aside my own preferences and become more concerned with keeping the relationship comfortable.
Not at all Characteristic <---1-----2-----3-----4-----5-----6----> Very Characteristic
- L. IF DIFFERENCES PERSIST AND FEELINGS OF CONFLICT ESCALATE,
I refocus discussions and hold out for ways to meet the needs of others as well as my own.
Not at all Characteristic <---1-----2-----3-----4-----5-----6----> Very Characteristic
- M. IF DIFFERENCES PERSIST AND FEELINGS OF CONFLICT ESCALATE,
I let others handle the problem.
Not at all Characteristic <---1-----2-----3-----4-----5-----6----> Very Characteristic
- N. IF DIFFERENCES PERSIST AND FEELINGS OF CONFLICT ESCALATE,
I try to be reasonable by not asking for my full preferences and I make sure I get some of what I want.
Not at all Characteristic <---1-----2-----3-----4-----5-----6----> Very Characteristic
- O. IF DIFFERENCES PERSIST AND FEELINGS OF CONFLICT ESCALATE,
I put forth greater effort to make sure that the truth as I see it is recognized and less on pleasing others.
Not at all Characteristic <---1-----2-----3-----4-----5-----6----> Very Characteristic
- P. IF DIFFERENCES PERSIST AND FEELINGS OF CONFLICT ESCALATE,
I interact less with others and look for ways to find a safe distance.
Not at all Characteristic <---1-----2-----3-----4-----5-----6----> Very Characteristic
- Q. IF DIFFERENCES PERSIST AND FEELINGS OF CONFLICT ESCALATE,
I press for moderation and compromise so we can make a decision and move on.
Not at all Characteristic <---1-----2-----3-----4-----5-----6----> Very Characteristic
- R. IF DIFFERENCES PERSIST AND FEELINGS OF CONFLICT ESCALATE,
I do what needs to be done to resolve the conflict in my favor and hope we can mend feelings later.
Not at all Characteristic <---1-----2-----3-----4-----5-----6----> Very Characteristic
- S. IF DIFFERENCES PERSIST AND FEELINGS OF CONFLICT ESCALATE,
I do what is necessary to soothe the other's feelings.
Not at all Characteristic <---1-----2-----3-----4-----5-----6----> Very Characteristic
- T. IF DIFFERENCES PERSIST AND FEELINGS OF CONFLICT ESCALATE,
I pay close attention to the wishes of others but remain firm that they need to pay equal attention to my wishes.
Not at all Characteristic <---1-----2-----3-----4-----5-----6----> Very Characteristic

SCORING THE INSTRUMENT:

When you are finished, transfer the number from each item on the tally sheet. For example, on item A, if you selected number 6, write “6” on the line designated for item A on the tally sheet. Then add the numbers.

SAMPLE: B 1 + H 4 = 5.

INTERPRETATION OF THE INSTRUMENT:

1. This instrument gives you two sets of scores. Calm scores apply to your response to conflict when disagreement first arises. Storm scores apply to your response if things are not easily resolved and emotions and feelings of conflict get stronger.
2. The scores indicate your *preference*, or inclination to use each style. The higher your score in a given style, the more likely you are to use this style in responding to conflict. You can develop skills in the appropriate use of each conflict management style and, as such, are not limited to using the style(s) that you prefer.

CONFLICT MANAGEMENT STYLE PREFERENCES - Tally Sheet

<p style="text-align: center;">COMPETING STYLE</p> <p>B ___ + F ___ = _____ Calm O ___ + R ___ = _____ Storm</p>		<p style="text-align: center;">COLLABORATING STYLE</p> <p>A ___ + I ___ = _____ Calm L ___ + T ___ = _____ Storm</p>
	<p>COMPROMISING STYLE</p> <p>C ___ + J ___ = _____ Calm N ___ + Q ___ = _____ Storm</p>	
<p style="text-align: center;">AVOIDING STYLE</p> <p>D ___ + G ___ = _____ Calm M ___ + P ___ = _____ Storm</p>		<p style="text-align: center;">ACCOMMODATING STYLE</p> <p>E ___ + H ___ = _____ Calm K ___ + S ___ = _____ Storm</p>

LEGEND: *Arrows read low to high:*

Vertical Arrow: ASSERTIVENESS: Getting your own needs met

Horizontal Arrow: EMPATHY: Maintaining the relationship between yourself and the other party

-----> The relative amount of effort and creativity needed to use conflict management style

COMPETING STYLE
High Assertiveness/Low Empathy

“We’re doing it my way ...”

- **Strategies:** Make a strong case for your position, persuade, be firm, assertiveness, insist, take charge or control the discussion.
- **Source of Power:** From stating your position
- **Advantages:** Speed, decisiveness, preservation of important values, stability.
- **Disadvantages:** Destroyed or hierarchical relationships, loss of cooperation, diminished self-respect in others, and lack of input or feedback.

COLLABORATING STYLE
High Assertiveness/High Empathy

“My preference is ... I’m also interested in your views.”

- **Strategies:** Problem focused, assert your position while also inviting other views, welcome discussion of all viewpoints, creativity.
- **Source of Power:** From integrating solutions.
- **Advantages:** Builds trust in relationships, high cooperation, merges perspectives, high energy.
- **Disadvantages:** Fatigue, loss of motivation, time consuming, distraction from other more important tasks, analysis paralysis.

COMPROMISING STYLE
Medium Assertiveness/Medium Empathy

“Let’s find some middle ground ...”

- **Strategies:** Urge moderation, trade-offs, split the difference, find a little something for everyone, find middle ground.
- **Source of Power:** From moderation and reasonableness.
- **Advantages:** Relatively fast, enables the show to go on, provides a way out of stalemate, readily understood by most people, builds atmosphere of calmness and reason.
- **Disadvantages:** Mediocrity and blandness, possibly unprincipled agreements, likelihood of patching symptoms and ignoring causes.

AVOIDING STYLE
Low Assertiveness/Low Empathy

“Let’s not make a big deal out of this ...”

- **Strategies:** Withdraw, delay or avoid response, divert attention, suppress personal emotions, be inscrutable, conflict adverse.
- **Source of Power:** From calmness, silence, non-cooperation.
- **Advantages:** Freedom from entanglement in trivial issues or insignificant relationships, stability, preservation of status quo, ability to influence others without engaging.
- **Disadvantages:** Periodic explosions of pent-up anger, freeze-out – unable to build relationships, residue of negative feelings, stagnation and dullness, loss of accountability or participation.

ACCOMMODATING STYLE
Low Assertiveness/High Empathy

“OK, whatever you say ...”

- **Strategies:** Agree, support, forego your perspective, placate, reasonable, creating goodwill.
- **Source of Power:** From relationships or approval of others
- **Advantages:** Maintains approval/appreciation of others, freedom from hassle and conflict (at least in the short-run), self-discipline of ego.
- **Disadvantages:** Don’t get what you want, frustration for others who wish to collaborate, loss of respect, over-dependence on others, denies others benefit of healthy confrontation.