Dealing with Difficult People

Why Be difficult when with just a little bit of effort, you can be impossible!
Conflict

• Conflict is inevitable in the workplace. However, that does not mean that we cannot work to prevent unproductive behavior that leads to conflict. Difficult behavior is a good example of an area where a difference can be made. *Although it is easy to label people as difficult, the real focus should always be on the actual behavior.* Dealing effectively with difficult behavior is a skill that can nip conflict in the bud.
Difficult Behavior

• Difficult behavior takes many forms. It includes gossiping, going over your bosses head, foot dragging, ignoring orders, refusing to talk, being rude, yelling, ignoring, harassing, and much more.
Difficult Behavior

• At the core, most conflict is about needs that have not been satisfied—not just physical needs, but also psychological and procedural needs. Difficult behavior is often a result of psychological needs for control, recognition, affection, and respect.
How to Deal with the Behavior

1. Stay centered

• When we lose our self-control and restraint the situation does not improve. In fact it is more likely to get worse. Decisions made in the heat of the moment are seldom the best, and lack the benefits of our creativity. Our challenge is to slow down, and resist a knee jerk reaction. Staying steady, stable and grounded gives us the strong foundation we need to take on the most difficult behavior.

• When we indulge ourselves by taking it personally (forgetting that offense is 10% given and 90% taken) we start playing negative internal tapes in our head. We tell ourselves that the person is bad, unreliable, beyond reason. The danger is that these labels become self-fulfilling, and do not give any benefit of the doubt. Rather than putting our energy into problem solving we feel smug blaming the other. We forget that it takes two to make things worse.
How to Deal with the Behavior

2. Reality check

• An important question to consider as soon as possible is whether the behavior is really causing performance problems. If it is not, and left alone things will not get worse, then leaving things often makes sense. As we reality check, it is important to consider the impact of the behavior on others and not just ourselves.
How to Deal with the Behavior

3. Focus on behavior

• This is the key to dealing with difficult behavior. As tempting as it is to focus on the person this should be avoided. By separating the person from the behavior it enables one-to-paraphrase Fisher, Ury and Patton in their best seller “Getting to Yes” - to be hard on the problem and soft on the person.
4. Listen

- Listening is widely acknowledged as a core communication skill that affects the ways we prevent and resolve conflict. When dealing with people whose behavior is getting to us we should make a special effort to hear the other person out. Even when you disagree! This enables you to validate the psychological needs of the other, and to let them know that you can imagine how they are feeling.
How to Deal with the Behavior

5. Give feedback

A common problem with difficult behavior is that the person is unaware that his or her behavior is causing a problem. At other times the extent of the impact is not comprehended. By giving timely feedback about specific behavior misunderstanding can be avoided and expectations clarified. A useful formula for giving feedback that deals with both emotions and facts, is the “I-Statement.” I feel frustrated when you interrupt me at our team meetings. It breaks my train of thought and I struggle getting started again. I would appreciate it if I could finish with what I am saying.”
Three Choices to Deal with Difficult Managers and Co-workers

• Confront the Difficult Person

• Cope with the Difficult Person

• Get Away (Leave) from the Difficult Person
Coping with Difficult Situations

- Assess the Situation- Am I dealing with a difficult person or a difficult situation?

- What am I willing to accept about this person or situation?

- Should I put some distance between me and the person or situation?
Strategy to Cope with All Types

• Major Strategy- Bring Issues and Problems Out in the Open.
• Do not Believe that Ignoring these Issues and Problems will make them go away.
• Recognize the Difference Between a Difficult Person and a Difficult Work Situation
• Find an Anchor for Your Own Sanity
• The reality is that we can all be difficult from time to time. Dealing with difficult behavior is not easy and so we often procrastinate. We do so at our own peril. Being proactive and engaging the person in a conversation about their behavior is the first step toward conflict prevention.
Exercise

1. List one behavior that you find difficult to manage

2. What is the result of managing the behavior?

3. How does the difficult behavior impact your ability to manage?
Re: Understanding Difficult Behavior

*Adapted from U.S. Institute of Peace Resources
10 Classic Problem Types

1. The **Tank**
2. The **Sniper**
3. The **Grenade**
4. The **Know-It-All**
5. The **Think-They-Know-It-All**
6. The **Yes** Person
7. The **Maybe** Person
8. The **Nothing** Person
9. The **No** Person
10. The **Whiner**

Adapted from *Dealing With People You Can’t Stand*, Dr. Rick Brinkman & Dr. Rick Kirschner
Dealing with the “Tank”

“TANK” CHARACTERISTICS:
• Wants to control the process and get things done
• Behavior ranges from mild pushiness to outright aggression

CHALLENGES:
• Commanding respect
• Holding your ground
• Interrupting the attack
• Aiming for the bottom line and fire
• Establishing peace with honor (Such as: “You and I have to work together”)

(Such as: “You and I have to work together”)
Dealing with the “Sniper”

“SNIPER” CHARACTERISTICS:

• Attempts to control you through embarrassment and humiliation

CHALLENGES:

• Bringing the sniper out of hiding
• Using searchlight questions like: “What’s the intent or relevancy of that statement?”
• Using “Tank” behaviors if necessary
• Making the behavior of “Sniping” uncomfortable
Dealing with “Grenades”

“GRENADERS” CHARACTERISTICS:
• Feels unappreciated and disrespected
• Ranting and raving is difficult to ignore

CHALLENGES:
• Taking control of the situation
• Getting their attention
• Making sure your tone and language are friendly
• Showing genuine concern
• Reducing intensity
Dealing with the “Know-it-All”

“KNOW-IT-ALL” CHARACTERISTICS:
• Knowledgeable and competent people who intend to get it done in the way they have predetermined is best.

CHALLENGES:
• Opening them up to new ideas
• Being prepared and knowing your stuff
• Blending with their doubts and desires
• Presenting your views indirectly
• Turning them into mentors
• Recognizing their expertise
Dealing with “Think-They-Know-It Alls”

“THINK-THEY-KNOW-IT-ALL” CHARACTERISTICS:
• Specialists in exaggeration, half-truths, jargon, useless advice, and unsolicited opinions
• Charismatic and desperate for attention

CHALLENGES:
• Finding an acceptable way to disavow their unworkable ideas
• Providing them a little attention
• Getting clarification for specifics
• Being patient
• Gently confronting them with the consequences of their negative behavior
• Crediting the things they do right
Dealing with the “Yes” Person

“YES” CHARACTERISTICS:
• Gets along but can easily over commit
• Doesn’t understand the true nature of the task they have accepted.

CHALLENGES:
• Getting commitments you can count on
• Making it safe to be honest
• Talking openly and acknowledging their honesty
• Helping them learn to better plan
• Getting their word and summarizing their commitment
• Ensuring understanding of negative consequences
• Strengthening the relationship
Dealing with the “Maybe” Person

“MAYBE” CHARACTERISTICS:
• The downside of each option blinds them

CHALLENGES:
• Helping them to think decisively
• Establishing and maintaining a comfort zone
• Surfacing conflicts and clarifying issues
• Using a decision-making system
• Reassuring and then ensuring follow through
• Strengthening the relationship
Dealing with the “Nothing” Person

“NOTHING” CHARACTERISTICS:
• Passive
• Can be task focused or people focused
• Tends to be a perfectionist when task-oriented
• Tends to withdraw when people-oriented (*rather than hurting anyone’s feelings*)

CHALLENGES:
• Persuading them to talk
• Planning enough time
• Asking open-ended questions
• Lightening the mood
Dealing with the "No" Person

"No" Characteristics:
• Task-focused and needs to get it right
• Finds the negatives in everyone and everything

Challenges:
• Moving from fault finding to problem solving
• Allowing them to be negative
• Using them as a resource and early warning system
• Not pushing for an immediate decision
• Acknowledging their good intent
Dealing with the “Whiner”

“WHINER” CHARACTERISTICS:
• Suffers from severe inability to see what could and should be
• Sees things wrong with what was and with what is.

CHALLENGES:
• Forming a problem-solving alliance
• Listening for the main points
• Getting specific
• Shifting the focus to solutions
• Showing them the future
• Drawing the line - talk solutions or stop talking for now
Essential Skills for dealing with difficult problems and/or behaviors...

- **Blending** (*Finding the person’s “Frame of Reference”*)
  - Any behavior by which you reduce the differences between you and another in order to *meet them where they are* and move to a common ground

- **Redirecting** (*Creating a “Mind Shift”*)
  - Any behavior by which you use the rapport gained by blending to change the direction of an interaction. Blending precedes redirecting, whether you’re listening to understand or speaking to be understood.
Blending...

• Blend with body and facial expressions
• Blend vocally with volume and speed
• Listen to understand (Chinese verb “To listen”)
  – Blend
  – Backtrack
  – Clarify
  – Summarize what you’ve heard
  – Confirm to make sure you got it right
Reaching a Deeper Understanding...

• Identify **positive intent**

  – “Positive intent” is the good purpose meant to be served by a given communication or behavior
  
  – Apply “Positive Intent” to...
    
    • Getting the job done
    • Getting the job done right
    • Getting along with others
    • Getting appreciation
Speaking to be understood...

• Monitor your tone of voice
• State your positive intent
• Tactfully control interruptions
• Tell your truth
  – Use “I” language
  – Be specific about the problem behavior
  – Help them understand how their behavior is self-deceiving
  – Suggest new behaviors or options
• Stay flexible

“The wise person seeks first to understand and then be understood.”
• Raise your expectations of people to help them raise their expectations of themselves.

• Appreciate the person.

• Be stern on bad behavior.

• Expect good behavior.

• Assume the best and give the benefit of the doubt.

• Appreciate constructive criticism.
  – Don’t be defensive.
  – Verbally appreciate the person providing the criticism.
  – Redirect if necessary - focus on activities, not persons.
How to Deal With The Emotions

• Can you recall the last time you had to deal with a negative or difficult person? Or the last time someone said something with the intention of hurting you? How did you handle it? What was the result? What can you do in the future to get through these situations with peace and grace?
How To Deal With The Emotions

• No matter where we go, we will face people who are negative, people who oppose our ideas, people who piss us off or people who simply do not like us.

• This fact isn’t the cause of conflict but it is the trigger to our emotions and our emotions are what drive us back to our most basic survival instinct; react and attack back to defend ourselves.
How To Deal With The Emotions

• In these instinctual moments, we may lose track of our higher selves and become the human animal with an urge to protect ourselves when attacked. This too is natural. However, we are the only animal blessed with intelligence and having the ability to control our responses. So how can we do that?
Why Bother Controlling Our Responses?

1. Hurting Ourselves

“Holding a grudge against someone is like drinking poison and expecting the other person to die.” The only person we hurt is ourselves. When we react to negativity, we are disturbing our inner space and mentally creating pain within ourselves.
2. It’s Not About You, It’s About Them

• when people initiate negativity, it is a reflection of their inner state expressed externally and you just happen to be in front of that expression. It’s not personal, so why do we take it personally? In short: Because our ego likes problems and conflict
3. Battle of the Ego

• When we respond impulsively, it is a natural and honest response. However, is it the smart thing to do? What can be resolved by doing so? The answer: *Nothing*. It does however feed our ego’s need for conflict.

- Rarely can any good come out of reacting against someone who is in a negative state. It will only trigger anger and an additional reactive response from that person. If we do respond impulsively, we’ll have invested energy in the defending of ourselves and we’ll feel more psychologically compelled to defend ourselves going forward.
5. Waste of Energy

• *Where attention goes, energy flows.* What we focus on tends to expand itself. Since we can only focus on one thing at a time, energy spent on negativity is energy that could have been spent on our personal wellbeing.
6. Negativity Spreads

- When we are in a negative state or holding a grudge against someone, we don’t feel very good. We carry that energy with us as we go about our day. When we don’t feel very good, we lose sight of clarity and may react unconsciously to matters in other areas of our lives, unnecessarily.
7. Freedom of Speech

- People are as entitled to their opinions as you are. Allow them to express how they feel and let it be. Remember that it’s all relative and a matter of perspective. What we consider positive can be perceived by another as negative.
Some people may have a less than eloquent way of expressing themselves – it may even be offensive, but they are still entitled to do so. They have the right to express their own opinions and we have the right and will power to choose our responses. **We can choose peace or we can choose conflict.**
15 Tips for Dealing with Difficult People

1. **Forgive**
   Ask yourself, “What is it about this situation or person that I can seek to understand and forgive?”

2. **Wait it Out**
   Wait until you’ve cooled off before responding, if you choose to respond at all.
15 Tips for Dealing with Difficult People

3. “Does it really matter if I am right?“

If you find yourself arguing for the sake of being right, ask “Does it matter if I am right?” If yes, then ask “Why do I need to be right? What will I gain?“
4. Don’t Respond

Many times when a person initiates a negative message or difficult attitude, they are trying to trigger a response from you. When we react, we are actually giving them what they want. Let’s stop the cycle of negative snowballing and sell them short on what they’re looking for; don’t bother responding.
the more we talk about how much we dislike a person, the more hate we will feel towards them and the more we’ll notice things about them that we dislike. Stop giving it energy, stop thinking about it, and stop talking about it. Do your best to not repeat the story to others.
7. Look for the Lessons

No situation is ever lost if we can take away from it some lessons that will help us grow and become a better person.

8. Choose to Eliminate Negative People In Your Life

Negative people can be a source of energy drain. Cut them out by avoiding interactions with them as much as possible.
6. Be In Their Shoes

• Try putting yourself in their position and consider how you may have hurt their feelings. This understanding will give you a new perspective on becoming rational again, and may help you develop compassion for the other person.
9. Become the Observer

When we practice becoming the observer of our feelings, our thoughts and the situation, we separate ourselves away from the emotions.
10. Go for a Run

Physical exercise can help to release the negative and excess energy in us. Use exercise as a tool to clear your mind and release built up negative energy
11. Worst Case Scenario

Ask yourself two questions,

1. “If I do not respond, what is the worst thing that can result from it?“

2. “If I do respond, what is the worst thing that can result from it?“
12. Avoid Heated Discussions

• When we’re emotionally charged, we are so much in our heads that we argue out of an impulse to be right, to defend ourselves, for the sake of our egos

• If a discussion is necessary, wait until everyone has cooled off before diving into one.
13. Most Important

Will a reaction to this person contribute to the things that matter most to me?“
14. Pour Honey

• Compliment the other person for something they did well, tell them you’ve learned something new through interacting with them

• You might have to dig deep to find something that you appreciate about this person
15. Express It

Take out some scrap paper and dump all the random and negative thoughts out of you by writing freely without editing.

Let it go!
Exercise

1. List one behavior that you find difficult to manage

2. What is the result of managing the behavior?

3. How does the difficult behavior impact your ability to manage?
Conflict-Management Style

In this section you will have the opportunity to examine your own conflict-management style and techniques you tend to use in conflict situations, particularly under stress. The exercises that follow will enable you to gain insight into strategies you might choose to incorporate into your behavior in handling disputes and differences.

Conflict-Management Style Survey*

This Conflict-Management Style Survey has been designed to help you become more aware of your characteristic approach, or style, in managing conflict. In completing this survey, you are invited to respond by making choices that correspond with your typical behavior or attitudes in conflict situations.

Section 1: Survey

This survey identifies twelve situations that you are likely to encounter in your personal and professional lives. Please study each situation and the five possible behavioral responses or attitudes carefully and then allocate ten points between them to indicate your typical behavior, with the highest number of points indicating you strongest choice. Any response can be answered with from zero to ten points, as long as all five responses for a given situation add up to ten points, as shown in the following example:

EXAMPLE SITUATION: In responding to a request from another for help with a problem, you would:

<table>
<thead>
<tr>
<th></th>
<th>A. Clearly instruct him or her how to proceed.</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>B. Enjoy the strategizing and the challenge.</td>
</tr>
<tr>
<td>2</td>
<td>C. Help him or her take responsibility for the problem.</td>
</tr>
<tr>
<td>3</td>
<td>D. Find it unnerving but agree to help.</td>
</tr>
<tr>
<td>1</td>
<td>E. Avoid the invitation at all costs.</td>
</tr>
<tr>
<td>10</td>
<td>TOTAL</td>
</tr>
</tbody>
</table>

Please choose a single frame of reference (e.g., work-related conflicts, family conflicts, social conflicts) and keep that frame of reference in mind when responding to all the situations. And remember, as you complete this survey, that it is not a test. There are no right or wrong responses. They survey will be helpful to you only to the extent that your responses accurately represent your characteristic behavior or attitudes.

SITUATION 1: Upon experiencing strong feelings in a conflict situation, you would:

___ A. Enjoy the emotional release and sense of exhilaration and accomplishment.
___ B. Enjoy the strategizing involved and the challenge of the conflict.
___ C. Become serious about how others are feeling and thinking.
___ D. Find it frightening because you do not accept that differences can be discussed without someone’s getting hurt.
___ E. Become convinced that there is nothing you can do to resolve the issue.

--- TOTAL


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D:\My Documents\Websites\leadlibrary\resources\RESOURCES\Conflict Resolution\Conflict-Management Style.doc
SITUATION 2: Consider the following statements and rate them in terms of how characteristic they are of your personal beliefs:

A. Life is conquered by those who believe in winning.
B. Winning is rarely possible in conflict.
C. No one has the final answer to anything, but each has a piece to contribute.
D. In the last analysis, it is wise to turn the other cheek.
E. It is useless to attempt to change a person who seems locked into an opposing view.

TOTAL

SITUATION 3: What is the best result that you expect from conflict?

A. Conflict helps people face the fact that one answer is better than others.
B. Conflict results in canceling out extremes of thinking so that a strong middle ground can be reached.
C. Conflict clears the air and enhances commitment and results.
D. Conflict demonstrates the absurdity of self-centeredness and draws people closer together in their commitment to each other.
E. Conflict lessens complacency and assigns blame where it belongs.

TOTAL

SITUATION 4: When you are the person with the greater authority in a conflict situation, you would:

A. Put it straight, letting the other know your view.
B. Try to negotiate the best settlement you can get.
C. Ask to hear the other’s feelings and suggest that a position be found that both might be willing to try.
D. Go along with the other, providing support where you can.
E. Keep the encounter impersonal, citing rules if they apply.

TOTAL

SITUATION 5: When someone you care for takes an unreasonable position, you would:

A. Lay it on the line, telling him or her that you don’t like it.
B. Let him or her know in casual, subtle ways that you are not pleased; possibly distract with humor; and avoid a direct confrontation.
C. Call attention to the conflict and explore a mutually acceptable solution.
D. Try to keep your misgivings to yourself.
E. Let your actions speak for you by indicating depression or lack of interest.

TOTAL

SITUATION 6: When you become angry at a friend or colleague, you would:

A. Just explode without giving it much thought.
B. Try to smooth things over with a good story.
C. Express your anger and invite him or her to respond.
D. Try to compensate for your anger by acting the opposite of what you are feeling.
E. Remove yourself from the situation.

TOTAL
SITUATION 7: When you find yourself disagreeing with other members of a group on an important issue, you would:

A. Stand by your convictions and defend your position.
B. Appeal to the logic of the group in the hope of convincing at least a majority that you are right.
C. Explore points of agreement and disagreement and the feelings of the group’s member, and then search for alternatives that take everyone’s views into account.
D. Go along with the rest of the group.
E. Not participate in the discussion and not feel bound by any decision reached.

TOTAL

SITUATION 8: When a single group member takes a position in opposition to the rest of the group, you would:

A. Point out publicly that the dissenting member is blocking the group and suggest that the group move on without him or her if necessary.
B. Make sure the dissenting member has a chance to communicate his or her objections so that a compromise can be reached.
C. Try to uncover why the dissenting member views the issue differently, so that the group’s members can reevaluate their own positions.
D. Encourage the group’s members to set the conflict aside and go on to more agreeable items on the agenda.
E. Remain silent, because it is best to avoid becoming involved.

TOTAL

SITUATION 9: When you see conflict emerging in a group, you would:

A. Push for a quick decision to ensure that the task is completed.
B. Avoid outright confrontation by moving the discussion toward a middle ground.
C. Share with the group your impression of what is going on, so that the nature of the impending conflict can be discussed.
D. Forestall or divert the conflict before it emerges by relieving the tension with humor.
E. Stay out of the conflict as long as it is of no concern to you.

TOTAL

SITUATION 10: In handling conflict between your group and another, you would:

A. Anticipate areas of resistance and prepare responses to objections prior to open conflict.
B. Encourage your group’s members to be prepared by identifying in advance areas of possible compromise.
C. Recognize that conflict is healthy and press for the identification of shared concerns and/or goals.
D. Promote harmony on the grounds that the only real result of conflict is the destruction of friendly relations.
E. Have your group submit the issue to an impartial arbitrator.

TOTAL
SITUATION 11: In selecting a member of your group to represent you in negotiating with another group, you would choose a person who:

   A. Knows the rationale of your group’s position and would press vigorously for your group’s point of view.
   B. Would see that most of your group’s judgments were incorporated into the final negotiated decision without alienating too many members of either group.
   C. Would best represent the ideas of your group, evaluate these in view of judgments of the other group, and then emphasize problem-solving approaches to the conflict.
   D. Is most skillful in interpersonal relations and would be openly cooperative and tentative in his or her approach.
   E. Would present your group’s case accurately, while not making commitments that might result in obligating your group to a significantly changed position.

   TOTAL

SITUATION 12: In your view, what might be the reason for the failure of one group to collaborate with another?

   A. Lack of a clearly stated position, or failure to back up the group’s position.
   B. Tendency of groups to force their leadership or representatives to abide by the group’s decision, as opposed to promoting flexibility, which would facilitate compromise.
   C. Tendency of groups to enter negotiations with a win/lose perspective.
   D. Lack of motivation on the part of the group’s membership to live peacefully with the other group.
   E. Irresponsible behavior on the part of the group’s leadership, resulting in the leaders’ placing emphasis on maintaining their own power positions rather than addressing the issues involved.

   TOTAL

Section 2: Scoring

Step 1
When you have completed all items in Section 1, write the number of points you assigned for each of the five responses for the twelve situations in the appropriate columns on the scoring form (figure 26). Add the total number of points for each column, then check that the totals for each column add up to 120.

Step 2
Transfer your column total scores onto the form showing the ideal order (figure 27).

Step 3
Transfer the style names, in order of the highest score first, on the figure 28, which shows your order, and then enter the scores in the adjacent blank spaces.

Step 4
Record your scores in the appropriate blanks on the Conflict-Management Styles Scoring Graph (figure 29). (You may wish to refresh your memory by reviewing the material describing the five conflict styles presented earlier in the subsection entitled A Two-Dimensional Model of Conflict.)
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<th>Response A</th>
<th>Response B</th>
<th>Response C</th>
<th>Response D</th>
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**Figure 26.** Scoring form.

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<td></td>
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<tr>
<td>3. Accommodator (Column D)</td>
<td></td>
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<tr>
<td>4. Controller (Column A)</td>
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<td>5. Avoider (Column E)</td>
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**Figure 27.** Ideal order.

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<tr>
<td>3rd</td>
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**Figure 28.** Your order.
Competing/Controlling is assertive and uncooperative - an individual pursues his or her own concerns at the other person's expense. This is a power-oriented mode, in which one uses whatever power seems appropriate to win one's own position - one's ability to argue, one's rank, economic sanctions. Competing might mean "standing up for your rights," defending a position which you believe is correct, or simply trying to win.

Accommodating is unassertive and cooperative - the opposite of competing. When accommodating, an individual neglects his or her own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode.Accommodating might take the form of selfless generosity or charity, obeying another person's order when one would prefer not to, or yielding to another's point of view.

Avoiding is unassertive and uncooperative - the individual does not immediately pursue his own concerns or those of the other person. He or she does not address the conflict. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation.

Collaborating is both assertive and cooperative - the opposite of avoiding. Collaborating involves an attempt to work with the other person to find some solution which fully satisfies the concerns of both persons. It means digging into an issue to identify the underlying concerns of the two individuals and to find an alternative which meets both sets of concerns. Collaborating between two persons might take the form of exploring a disagreement to learn from each other's insights, concluding to resolve some condition which would otherwise have them competing for resources, or confronting and trying to find a creative solution to an interpersonal problem.

Compromising is intermediate in both assertiveness and cooperativeness. The object is to find some expedient, mutually acceptable solution which partially satisfies both parties. It falls on a middle ground between competing an accommodating. Compromising gives up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding, but doesn't explore it in as much detail as collaborating. Compromising might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground position.
Accommodator - 3
(Yield-lose/win)
*Score:
- Low goal orientation
- High relationships orientation

Collaborator - 1
(Win/win)
*Score:
- High goal orientation
- High relationships orientation

Compromiser - 2
(Mini-win/mini-lose)
*Score:
- Negotiated goal orientation
- Negotiated relationships orientation

Avoider - 5
(Leave-lose/win)
*Score:
- Low goal orientation
- Low relationships orientation

Controller - 4
(Win/lose)
*Score:
- High goal orientation
- Low relationships orientation

Concern for personal goals

Concern for relationships