## Approaches to Conflict: the Thomas-Kilman Conflict Mode Instrument

<table>
<thead>
<tr>
<th>Approaches to Conflict</th>
<th>Best used when....</th>
</tr>
</thead>
</table>
| Competition            | • an unpopular course of action needs to be implemented  
                          • a decision must be made quickly  
                          • the situation is an emergency |
| Collaboration          | • the issue is important to all involved (the entire organization)  
                          • you need consensus in order to implement a decision |
| Compromise             | • the issue is moderately important and each person in the conflict can obtain part of their objectives  
                          • an issue needs a quick solution so that the team can move on  
                          • used for a temporary resolution of an issue |
| Avoidance              | • time is needed for people to calm down in order to resolve the conflict constructively  
                          • the potential damage of confrontation exceeds the benefit of solving the conflict  
                          • the issue is unimportant |
| Accommodation          | • you realize you are in the wrong  
                          • the issue is more important to the other person than to you  
                          • you want to make a gesture of goodwill or preserve harmony  
                          • a group wants to experiment or take risks, allowing for the development and growth of the individuals involved |
