

Approaches to Conflict: the Thomas-Kilman Conflict Mode Instrument

Approaches to Conflict	Best used when....
Competition	<ul style="list-style-type: none"> • an unpopular course of action needs to be implemented • a decision must be made quickly • the situation is an emergency
Collaboration	<ul style="list-style-type: none"> • the issue is important to all involved (the entire organization) • you need consensus in order to implement a decision
Compromise	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

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Kilmann, R. (2021, May 15). *History of the Thomas-Kilman instrument: Developing the TKI tool*. Kilmann Diagnostics. Retrieved September 10, 2021, from <https://kilmanndiagnostics.com/a-brief-history-of-the-thomas-kilman-conflict-mode-instrument/>.