Kilmanns Organizational Conflict Instrument

Sample Results and Interpretive Materials

RALPH H. KILMANN

CO-CREATOR OF THE THOMAS-KILMANN CONFLICT MODE INSTRUMENT (TKI)

Kilmann Organizational Conflict Instrument

RALPH H. KILMANN

CO-CREATOR OF THE THOMAS-KILMANN CONFICT MODE INSTRUMENT (TKI)

More than 8,000,000 copies sold

KILMANN ORGANIZATIONAL CONFLICT INSTRUMENT

Introduction and Overview

How well do your needs and interests fit with your organization's goals and procedures? Asked a bit differently, are you in alignment with your organization or...do you often find yourself at odds—in conflict—with what your organization expects from you?

This assessment tool reveals the "systems conflicts" that exist between you and your organization, which include both the formal and informal systems, as well as the processes and procedures that take place within those systems. And just how these individual/organizational differences are resolved not only determines your performance and satisfaction, but also determines the survival and success of your organization.

In **PART 1,** you are first asked to indicate how often you experience the negative effects from a variety of systems conflicts in your organization.

In **PART 2**, you're asked to indicate the relative frequency that you use different conflict-handling modes to address those systems conflicts.

"I must create a system, or be enslaved by another man's."
William Blake, poet, circa 1800
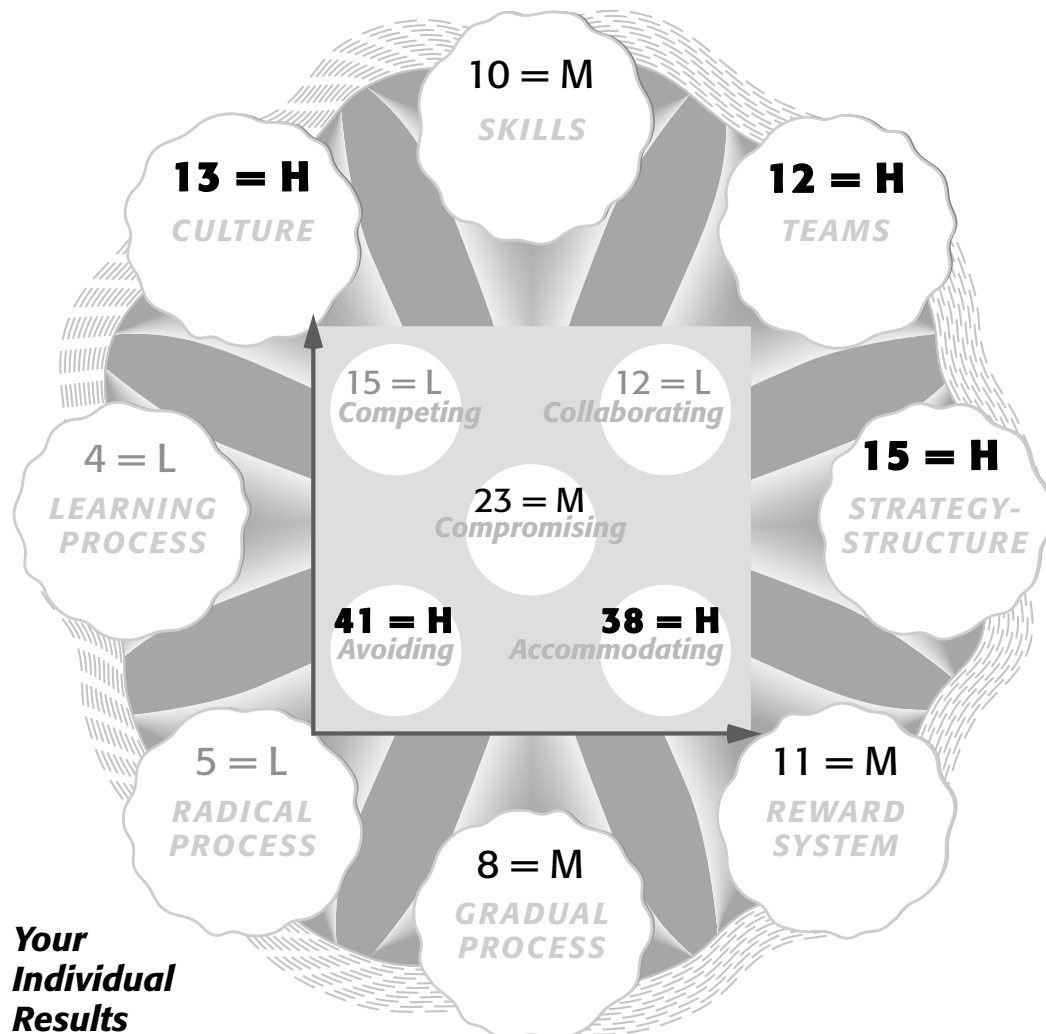
KILMANN ORGANIZATIONAL CONFLICT INSTRUMENT

Interpreting Your Results

There are nine **systems conflicts** that conveniently sort into the eight tracks for quantum transformation (combing strategy and structure into one track). By implementing the integrated, orchestrated sequence of these eight tracks (culture, skills, teams, strategy-structure, reward systems, gradual process, radical process, and the learning process track), *your most nagging systems conflicts can first be identified and then resolved by making good use of five conflict modes* (competing, collaborating, compromising, avoiding, and accommodating). As a result of going through the eight tracks, all members will thus be able to achieve high performance and satisfaction, which will create and sustain long-term organizational success. But before more is said about quantum transformation, let's consider how to interpret your results on this instrument—so you and other members in your organization can proceed to resolve your most challenging systems conflicts.

On the following page, you can review the results for one individual: The numerical scores for the systems conflicts are placed in the outer ring of the diagram, just as you were asked to do for your own scores, including which ones are H, M, and L, as based on those ranges for High, Medium, and Low, respectively (which are provided to you when you graph your own results on the actual instrument).

As you can see, there are three systems conflicts that scored in the **HIGH** range, which suggests that the member is *frequently* being hampered, by negative experiences with the **culture** of her organization or group, the way in which her **team's** meetings are being conducted, and the lack of clarity and alignment in **strategy-structure.** *The three high scores suggest some very serious barriers to organizational success.*

10 = M
SKILLS

13 = H
CULTURE

12 = H
TEAMS

15 = L
Competing

12 = L
Collaborating

4 = L
LEARNING
PROCESS

23 = M
Compromising

15 = H
STRATEGY-
STRUCTURE

41 = H
Avoiding

38 = H
Accommodating

5 = L
RADICAL
PROCESS

11 = M
REWARD
SYSTEM

8 = M
GRADUAL
PROCESS

*Your
Individual
Results*

Three other conflicts (noted by the M) are ***occasionally*** interfering with the person's performance and satisfaction: skills, the reward system, and the processes that flow within her group. Yet two systems conflicts are LOW in their impact: radical process and learning process improvement. In all likelihood, not until those earlier conflicts are resolved will the last two process tracks become seen as key drivers of organizational success.

On the previous diagram, you can also see the person's results on the TKI Conflict Model, which shows that the low assertive modes (avoiding and accommodating) are in the **HIGH** range. As a result, this person is almost always (daily) being negatively affected by cultural norms that pressure members: (1) to remain quiet, not to express different points of view, and not to disagree with the boss (i.e., to *avoid* such conflicts); or (2) to defer to the experience of *other* members or managers (i.e., to accommodate) when discussing important issues, such as making significant changes to the formal systems, including how the reward system works in practice, and so on. Indeed, the assertive modes (competing and collaborating) are in the **LOW** range, which confirms that this person is not bringing all her talent, wisdom, ideas, and experience into the workplace. However, once the eight tracks are underway, members will be given the chance to learn more about how and when to use the five conflict modes, and especially how to *change* the culture, skills, and teams so all five modes are always available to all members—and will be used effectively as needed.

On the following page, you'll see another graph of systems conflicts and conflict modes. This time, as introduced earlier, only the H, M, and L are displayed—which makes it easy to immediately focus on the key issues: These results suggest that the integrated program of eight tracks has been proceeding—since the culture, skills, and teams are no longer frequently distracting the member (although more skill development might still be needed). Progress is also occurring for strategy-structure and the reward system, which sets the stage for resolving the conflicts in the last three process tracks of quantum transformation: After the formal systems have been revitalized, attention will then be directed to improving the speed and quality of the business and learning processes that flow within—and across—all the systems in the organization.

Your Individual Results
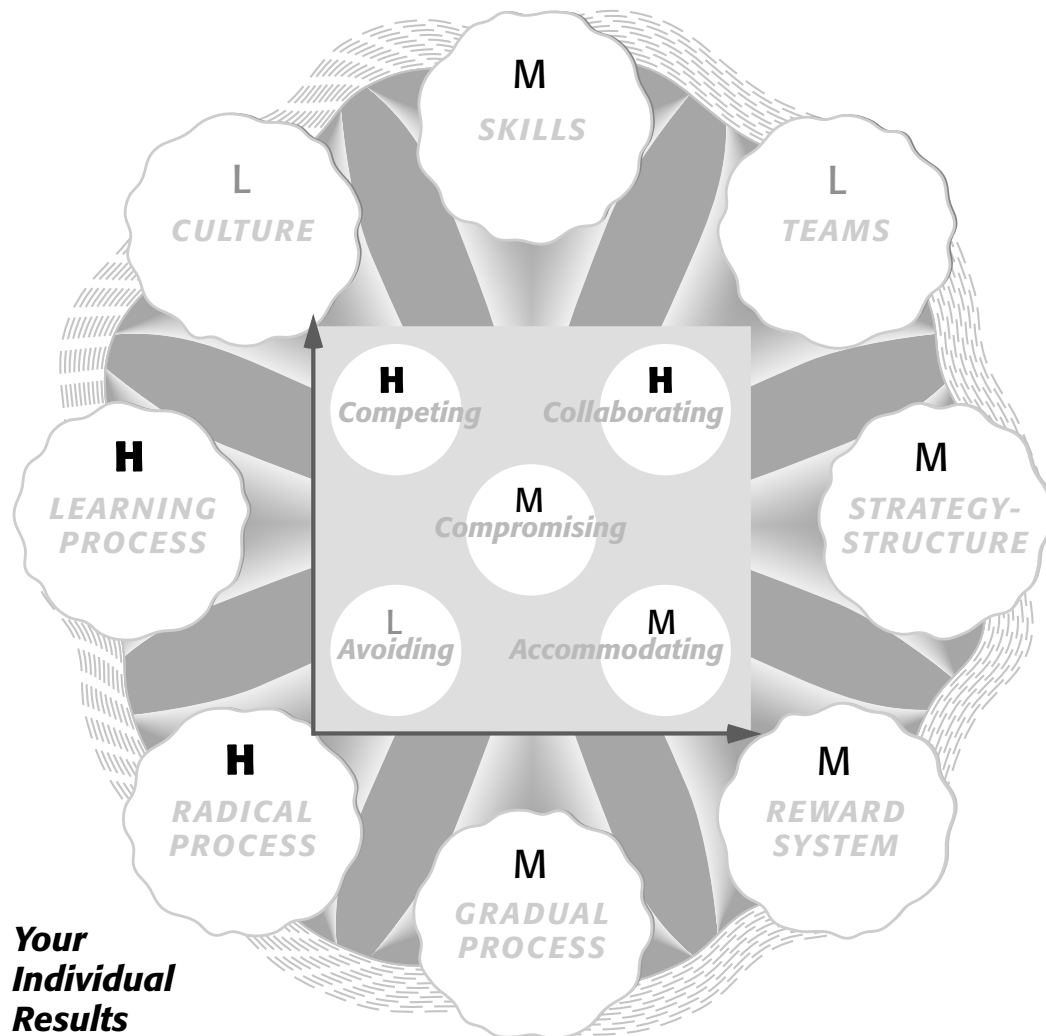
On the above graph, you can also see and analyze the results for the TKI Conflict Model: The assertive modes are **HIGH** while avoiding is **LOW,** so the "pendulum" has swung from *unassertive* (from the prior graph) to highly assertive (competing and collaborating). Usually, before the results display a balanced TKI profile (mostly medium scores), members go from the extreme use of a few modes to the extreme use of the other modes!
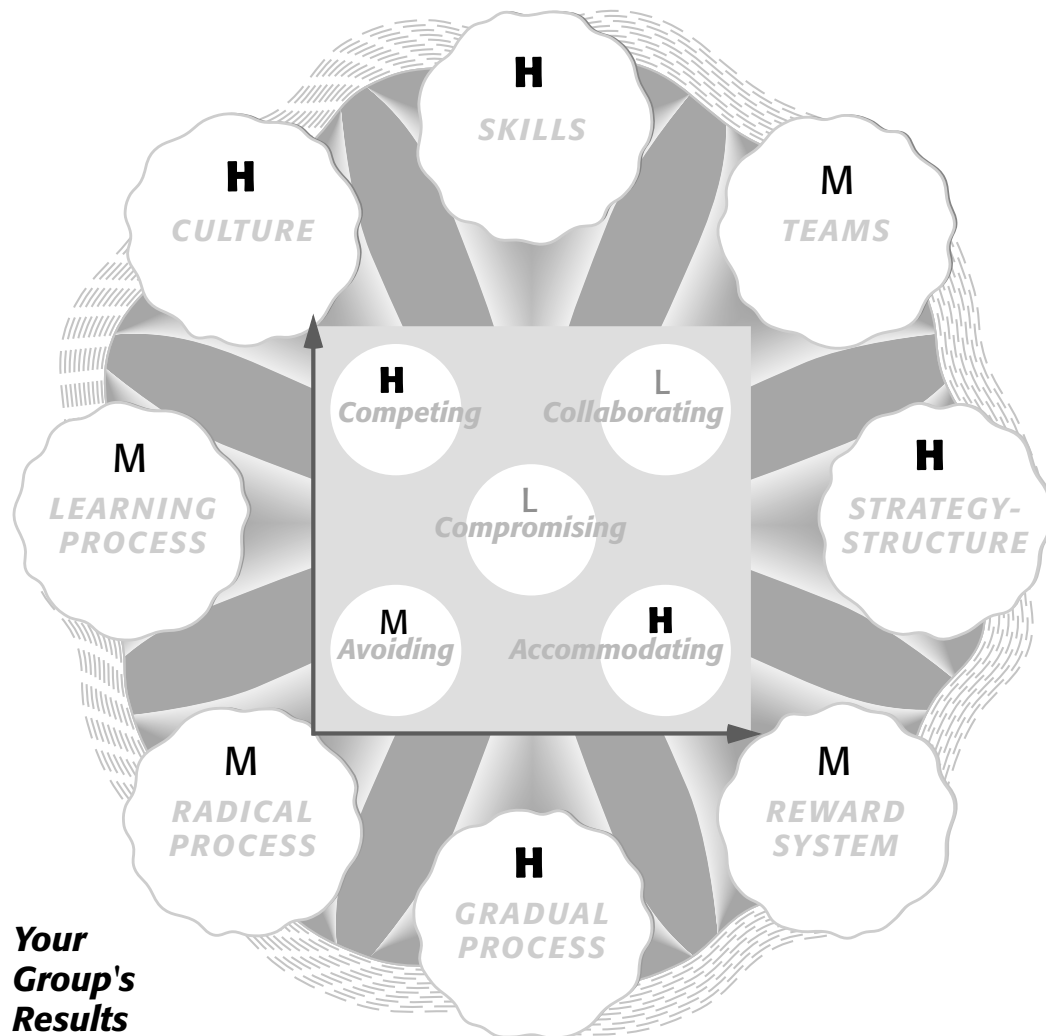
The graph on the next page displays the key results for a twelve-member group in a large organization. Such a graph can be developed by simply calculating the average scores of group members for each of their systems conflicts as well as for their conflict modes.

As can be seen, there are four systems conflicts, marked by an **H,** which reveal what has been negatively affecting the group members ***frequently:*** (1) culture and skills in the informal systems, (2) strategy-structure in the formal systems, and (3) processes that mostly take place inside the group (gradual process improvement). These HIGH systems conflicts across all three categories (informal systems, formal systems, and processes) shows that this work group is facing an assortment of barriers to performance and satisfaction, which severely undermines what members can provide to their organization. Moreover, the remaining systems conflicts (teams, reward systems, radical process, and learning process improvement) are ***occasionally*** interfering with performance and satisfaction. Note: There are no systems conflicts that are *rarely* affecting this group. Every conflict is negatively affecting members either frequently or occasionally.

The results on the TKI Conflict Model suggest that these group members are heavily relying on competing and accommodating for resolving their systems conflicts (HIGH), which means that members either get their own needs met...or they do their best to get the needs of *other* members in their group met. Yet there is little compromising, whereby each person gets at least some of their needs met. Indeed, the collaborating mode isn't being used much at all, so members aren't taking the necessary time to derive creative solutions to their various systems conflicts—which would help them get *their* needs met, while also helping the organization achieve *its* long-term survival and success.

H
SKILLS

H
CULTURE

M
TEAMS

H
Competing

L
Collaborating

M
LEARNING PROCESS

L
Compromising

H
STRATEGY-STRUCTURE

M
Avoiding

H
Accommodating

M
RADICAL PROCESS

H
GRADUAL PROCESS

M
REWARD SYSTEM

Your Group's Results

As seen on the TKI Conflict Model, the avoiding mode is being used more often than compromising and collaborating, but still less than competing or accommodating. During the program of eight tracks, especially during the culture, skills, and team tracks, group members will find it useful to discuss if their informal systems discourage them from exploring certain topics, even though they're being negatively affected by those conflicts.
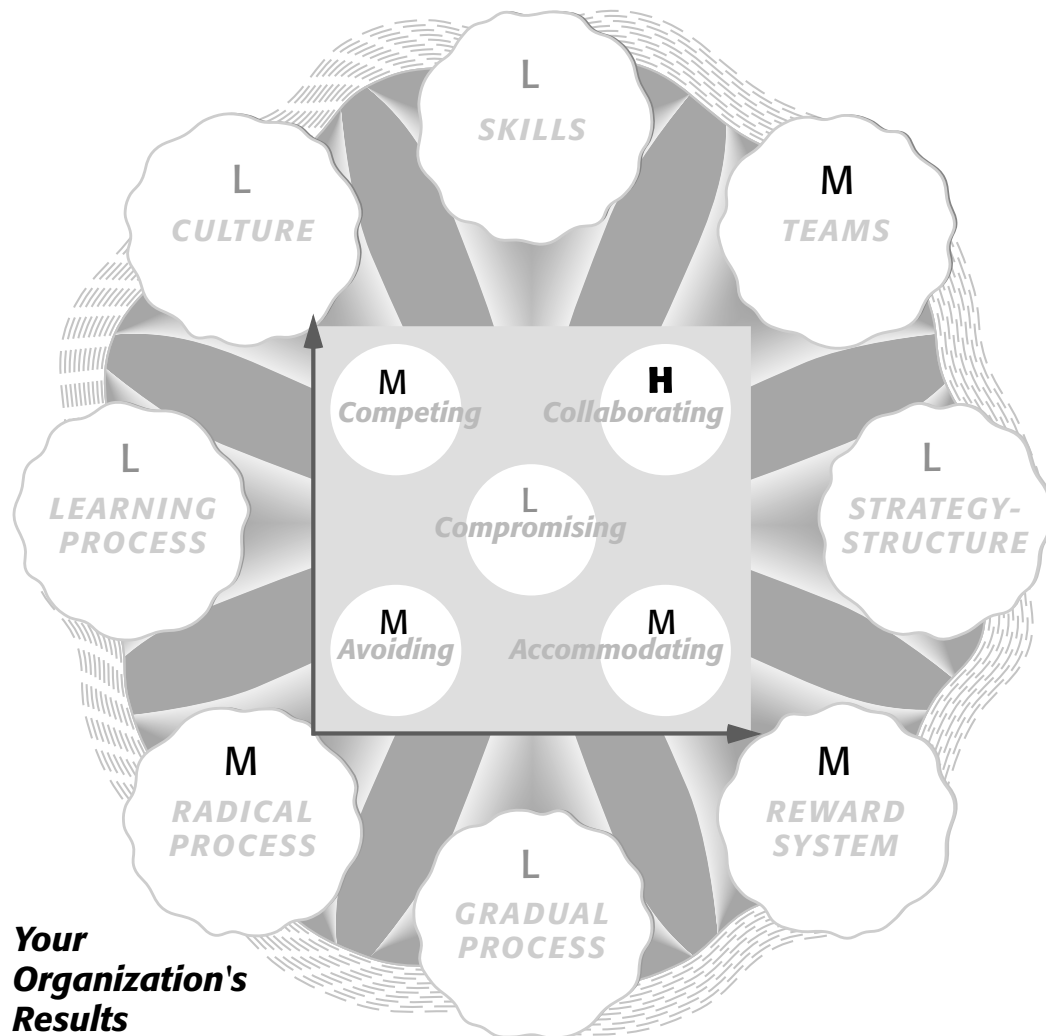
KILMANN ORGANIZATIONAL CONFLICT INSTRUMENT

On the following page is another graph of systems conflicts and conflict modes, which will help you learn how to interpret your scores as well as suggest what's possible when your work group or organization addresses its systems conflicts through the eight tracks of quantum transformation.

As you can see, *none of the eight systems conflicts have been negatively affecting the members of this organization frequently.* Rather, five system conflicts are **rarely** being experienced negatively, if at all, which suggests that members can spend most of their time contributing all their wisdom and experience to the strategic mission of their organization—surely, an excellent outcome. Only three systems conflicts (teams, reward systems, and radical process improvement) are being **occasionally** experienced in a negative way, which reveals the few remaining organizational systems and processes that still need to be improved or transformed.

Based on the success of the first three tracks, there are predictable changes that have occurred on the TKI Conflict Model: The collaborating mode is often used to resolve systems conflicts, which results in creative solutions that satisfy the needs of both internal and external stakeholders. Three of the other modes (competing, accommodating, avoiding) are being used moderately, while organizational members are not making much use of the compromising mode. Perhaps in the spirit of openly discussing their systems conflicts in depth (due to the program of eight tracks), members might be missing opportunities to choose a workable compromise when the issue is not crucial for success, and thus more time could be spend on resolving their other, more important aspects of various conflicts. As mentioned before, as the transformation proceeds, members tend to use some modes to the extreme, before they develop a more balanced use of all five modes, depending on the key attributes of the situation.

KILMANN ORGANIZATIONAL CONFLICT INSTRUMENT

Your Organization's Results

After members retake the Organizational Conflict Instrument (e.g., every six months), they can determine their progress in addressing their systems conflicts, as the culture, skills, and team tracks help produce only low or medium scores—while those previous high scores disappear. Meanwhile, by retaking the instrument, members can see if their conflict modes are all being used more moderately, as the situation requires.

Implementing the Eight Tracks to Resolve Systems Conflicts

Here's a very important principle to always remember: ***In the short term, the organization's systems and processes are fixed, so the use of one or more conflict modes might be significantly constrained by the nature and quality of the key attributes of the situation—as dictated by those particular systems and processes. But in the long term, those systems and processes (which determine "the situation" for conflict resolution) can be transformed, which then changes the eight key attributes of any conflict situation to support the use of all five modes, as needed.***

This important principle reminds us that the collaborating mode—which is essential for resolving systems conflicts in a manner that satisfies the needs and concerns of all internal and external stakeholders—can only work successfully when the key attributes of the situation support using the collaborating mode, such as stimulating (not overwhelming) stress, high levels of trust among members, sufficient time to address the topic, and so forth. (See the full instrument for the list of attributes that support the collaborating mode). But if the current systems and processes do *not* support the collaborating mode (and, in fact, primarily support using the avoiding or compromising mode), then members, in the short term, won't be able to use the collaborating mode to resolve their systems conflicts— nor will members be able to collaborate successfully on any of their *other* technical, business, and management conflicts.
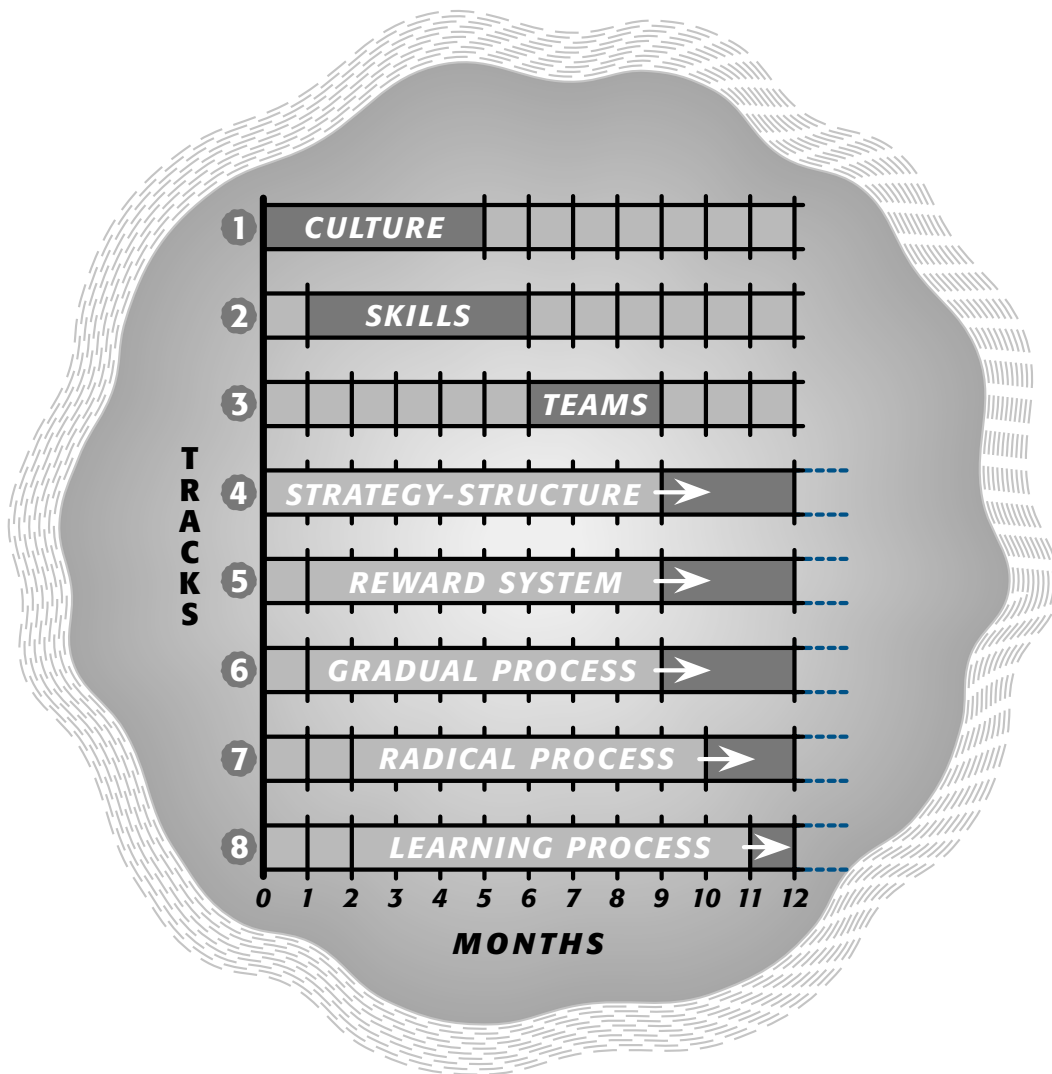
In the long run, however, the organization can transform its systems and processes to support the use of the collaborating mode (as well as all the other conflict modes) to resolve not only any lingering systems conflicts, but also to resolve any of their other complex conflicts and challenges.

KILMANN ORGANIZATIONAL CONFLICT INSTRUMENT
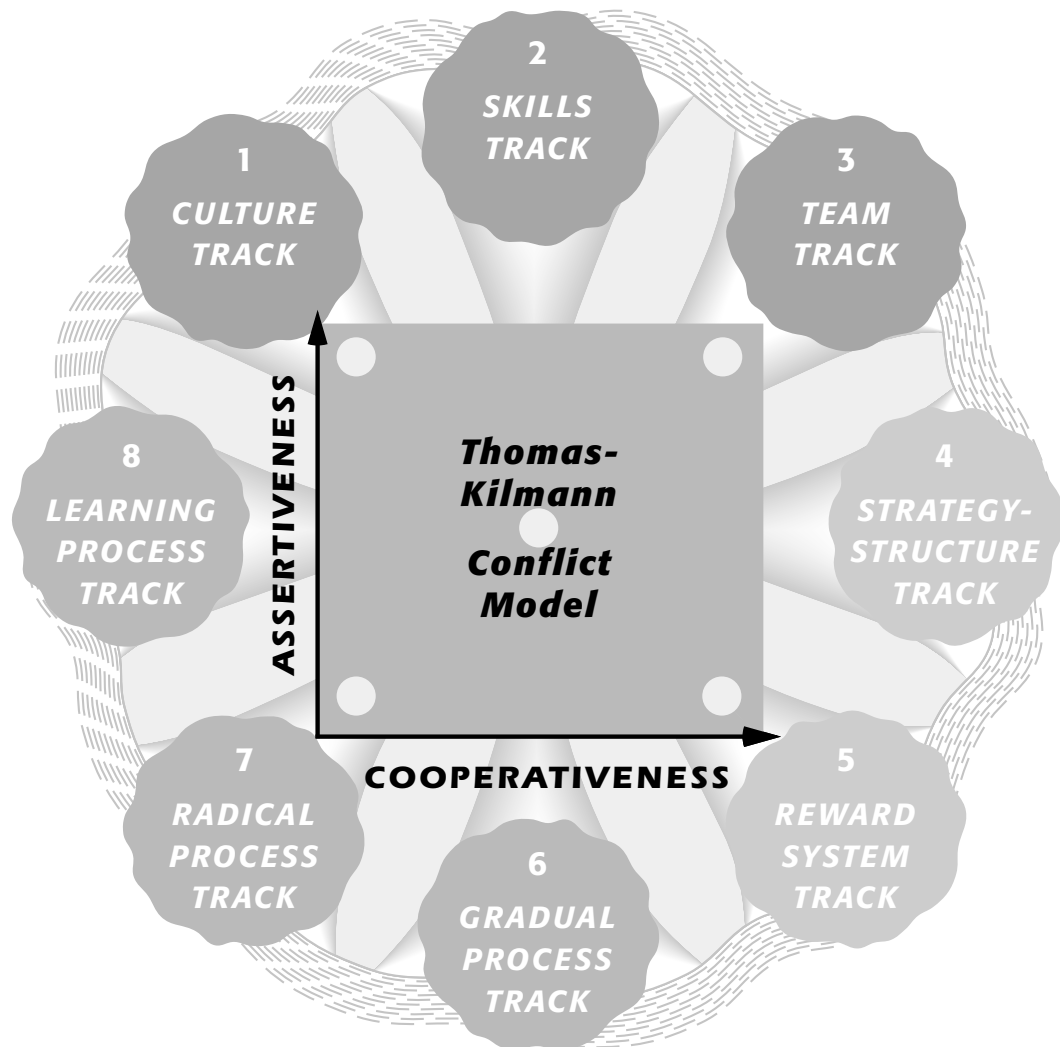
This diagram shows the integrated sequence of eight tracks, which, with the increasing use of all five conflict modes (as the systems and processes are revitalized and aligned for the future), will enable the organization to utilize all the wisdom, knowledge, talent, and experience of its members, no matter what the topic or focus of discussion happens to be.

KILMANN ORGANIZATIONAL CONFLICT INSTRUMENT

TRACKS	
1	CULTURE
2	SKILLS
3	TEAMS
4	STRATEGY-STRUCTURE →
5	REWARD SYSTEM →
6	GRADUAL PROCESS →
7	RADICAL PROCESS →
8	LEARNING PROCESS →

0 1 2 3 4 5 6 7 8 9 10 11 12

MONTHS

After the organization has made significant progress implementing the eight tracks of quantum transformation, members will be able to read the situation that surrounds any subject and then choose the conflict mode(s) that best fit with the key attributes of that particular situation. For more information about the eight tracks, visit **www.kilmanndiagnostics.com** or read Dr. Ralph H. Kilmann's 2011 book, *Quantum Organizations.*

Online Products by Kilmann Diagnostics
www.kilmanndiagnostics.com

Online Courses

00. Expanding Consciousness Course

0. Quantum Transformation Course

1. BASIC Training in Conflict Management

2. GROUP Training in Conflict Management

3. ADVANCED Training in Conflict Management

4. Culture Management Course

5. Critical Thinking Course

6. Team Management Course

7. Strategy-Structure Course

8. Reward Systems Course

9. Process Management Course

Online Course Collections

10. The Complete Program of ALL Courses

11. The TKI Package of Three Courses

Online Assessment Tools

Thomas-Kilmann Conflict Mode Instrument (TKI)

Kilmann-Saxton Culture-Gap® Survey

Organizational Courage Assessment

Kilmann Organizational Conflict Instrument (KOCI)

Publications by Kilmann Diagnostics

Self-Report Assessment Tools

Kilmann-Saxton Culture-Gap® Survey

Kilmanns Organizational Belief Survey

Kilmanns Time-Gap Survey

Kilmanns Team-Gap Survey

Organizational Courage Assessment

Kilmann-Covin Organizational Influence Survey

Kilmanns Personality Style Instrument

Kilmann Organizational Conflict Instrument (KOCI)

The Book That Explains the Eight Tracks

Quantum Organizations

Materials for Implementing the Eight Tracks

Work Sheets for Identifying and Closing Culture-Gaps

Work Sheets for Identifying and Closing Team-Gaps

Consultant Schedules for Implementing the Tracks

Logisitics Manual for Implementing the Tracks

Workbooks for Implementing the Tracks

The Book for Expanding Consciousness

The Courageous Mosaic

®