Thomas–Kilmann Conflict Mode Instrument

TEAM FACILITATOR REPORT

Including All Individual Team Members' TKI® Scores

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ABC CORPORATION SALES TEAM

Report prepared for

TEAM FACILITATOR

August 16, 2022
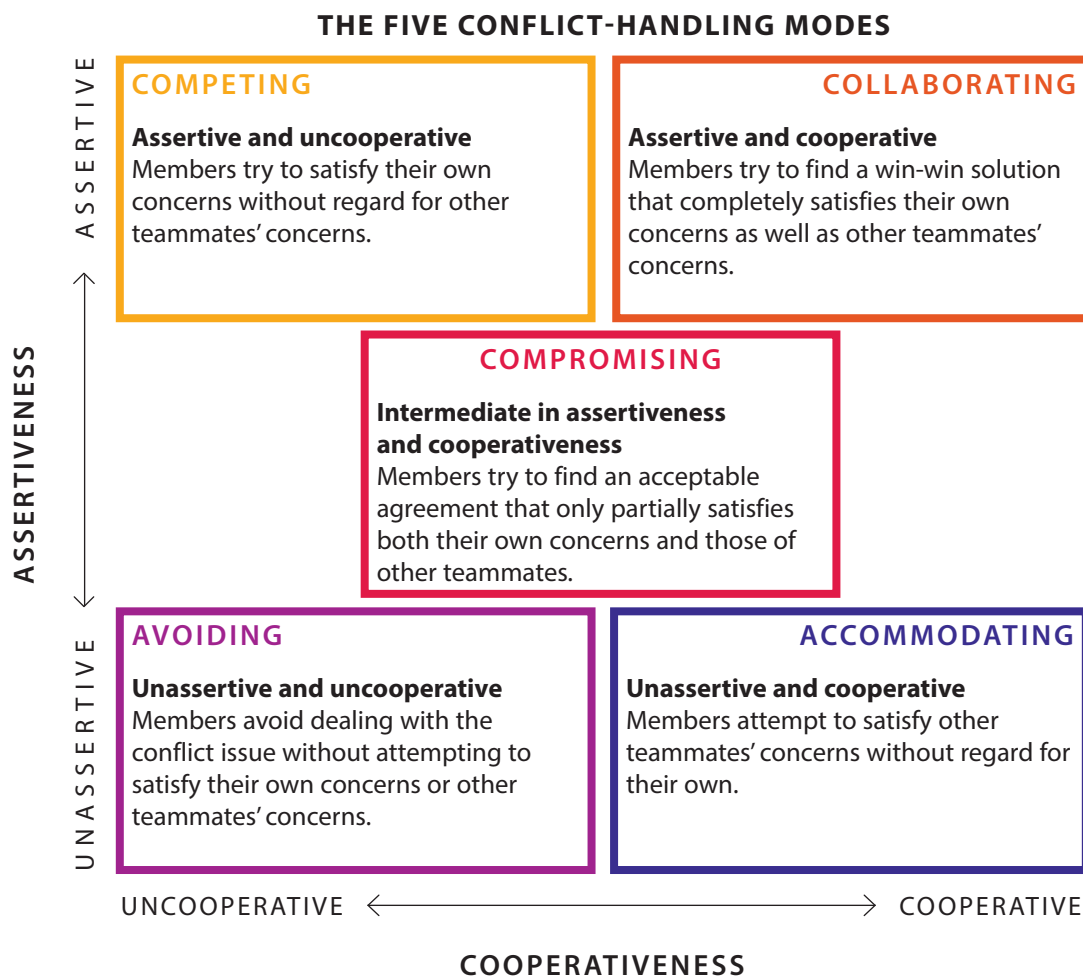
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The Five Conflict-Handling Modes

Conflict occurs when team members' concerns—the things they care about—appear to be incompatible.

Conflict is a natural part of team functioning and is not good or bad in itself. It can lead to learning, innovative ideas, and improved relationships. Or it can result in deadlocks, poor decisions, and damaged relationships. These outcomes depend on how a team handles its conflict issues.

The *Thomas-Kilmann Conflict Mode Instrument* (TKI®) assesses behavior in conflict situations and defines five methods for dealing with conflict. These **conflict-handling modes** are described in the chart below in terms of assertiveness and cooperativeness.*

- **Assertiveness** is how much members try to satisfy *their own* concerns.
- **Cooperativeness** is how much members try to satisfy *other team members'* concerns.

THE FIVE CONFLICT-HANDLING MODES

ASSERTIVENESS (ASSERTIVE ↕ UNASSERTIVE)

COMPETING
Assertive and uncooperative
Members try to satisfy their own concerns without regard for other teammates' concerns.

COLLABORATING
Assertive and cooperative
Members try to find a win-win solution that completely satisfies their own concerns as well as other teammates' concerns.

COMPROMISING
Intermediate in assertiveness and cooperativeness
Members try to find an acceptable agreement that only partially satisfies both their own concerns and those of other teammates.

AVOIDING
Unassertive and uncooperative
Members avoid dealing with the conflict issue without attempting to satisfy their own concerns or other teammates' concerns.

ACCOMMODATING
Unassertive and cooperative
Members attempt to satisfy other teammates' concerns without regard for their own.

UNCOOPERATIVE ⟷ COOPERATIVE

COOPERATIVENESS

*This two-dimensional model of conflict-handling behavior is adapted from "Conflict and Conflict Management" by Kenneth Thomas in *The Handbook of Industrial and Organizational Psychology*, edited by Marvin Dunnette (Chicago: Rand McNally, 1976). Another valuable contribution in this field is the work by Robert Blake and Jane Mouton in *The Managerial Grid* (Houston: Gulf Publishing, 1964, 1994).

COMPETING

When **competing**, team members take positions on issues and try to push others to agree—even when those others have doubts about that position. Discussions often have the win-lose feel of a debate, where each other's views are not taken seriously. A competing member may use different forms of power to try to prevail—arguing skill, formal authority, or even political maneuvering. Competing might mean standing up for rights or interests, arguing for one's own conclusions about what's true, or simply trying to win.

COLLABORATING

When **collaborating**, team members take each other's concerns seriously, try to merge their views into a deeper understanding of the issue, and engage in problem-solving to find a solution that attempts to fully satisfy the members involved. Collaborating might take the form of exploring a disagreement to learn from each other's insights, resolving some condition that would otherwise have members competing for resources, or trying to find a creative solution to an interpersonal problem.

COMPROMISING

When **compromising**, team members seek a mutually acceptable decision that falls between their preferred outcomes. It is a pragmatic mode that 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 depth as collaborating. Compromising might mean splitting the difference, exchanging concessions, or seeking a fair, middle-ground position.

AVOIDING

When **avoiding**, team members do not immediately address an apparent conflict issue. They may avoid raising the issue, not respond to a teammate's efforts to raise the issue, use humor to minimize the issue, or deliberately avoid certain teammates. Team members may also acknowledge an issue but try to postpone its discussion until a better time.

ACCOMMODATING

When **accommodating**, team members neglect their own concerns to satisfy the concerns of other teammates; there's an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or a desire to help other teammates, obeying an order that appears unwise, not challenging a team decision despite having doubts about its merits, or yielding to social pressure within the team.

How Each Conflict-Handling Mode Can Help Your Team

Each of the five conflict-handling modes can be useful to your team at different times. For that reason, team members should use the modes *thoughtfully*, choosing the mode that best fits the team's needs in a given situation.

COMPETE WHEN...

- Members need to champion a good idea to get the rest of the team to take it seriously
- Teammates seem committed to an idea that needs to be challenged
- A leader needs to take an unpopular action (for example, termination or budget cuts)
- Quick, decisive action is needed in a crisis

COLLABORATE WHEN...

- Two conflicting concerns are each too important for compromising or accommodating
- The team needs to combine diverse insights to better understand an issue
- A consensual decision is needed to gain team members' commitment
- Hard feelings within the team need to be worked through and resolved

COMPROMISE WHEN...

- Collaborating or competing hasn't worked, and the team needs a fallback approach
- A "good-enough" decision is all that is needed
- The team needs a quick settlement under time pressure
- Fairness is important in sharing gains or costs among team members

AVOID WHEN...

- An issue is relatively unimportant and not worth the team's time
- An issue is too dangerous to raise (for example, personalities, blame, political beliefs)
- Postponing would help the discussion (for example, to gather data or to allow tempers to subside)
- An issue should be referred to a subgroup who are more directly concerned

ACCOMMODATE WHEN...

- A small sacrifice would yield greater good for the team or another member
- Members realize that they are wrong or that others know more about the issue
- Members have been heard and understood, but the decision has gone against them
- An apology or forgiving others would help heal bad feelings

In addition to knowing *when* to use each conflict mode, teams can better manage their conflict by learning about their team members' conflict-handling *tendencies*. The next page depicts your team's TKI profile.
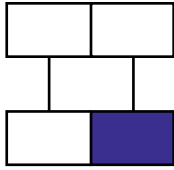
Your Team's TKI® Profile

Your TKI team profile shows members' conflict-handling tendencies. Team results are derived from the individual members' TKI assessments, which place scores into one of three percentile ranges.*

- **High** (highest 25%)   A relatively strong tendency to use this mode
- **Medium** (middle 50%)   Flexibility in using this mode or not, depending on the situation
- **Low** (lowest 25%)   A relatively strong tendency *not* to use this mode

When team members score in the high or low range, they should determine whether they might be overusing or underusing that mode. In other words, are team members using a particular mode when another mode might yield better results?

The chart below shows how your team members scored on the five TKI conflict modes. Note that an individual might score high on more than one mode. Likewise, an individual might score low on more than one mode.

NUMBER OF TEAM MEMBERS SCORING IN THE HIGH, MEDIUM, AND LOW RANGES FOR EACH CONFLICT MODE

COMPETING

Tendency to use mode	Number of team members
High	1
Medium	4
Low	2

COLLABORATING

Tendency to use mode	Number of team members
High	2
Medium	3
Low	2

COMPROMISING

Tendency to use mode	Number of team members
High	0
Medium	4
Low	3

AVOIDING

Tendency to use mode	Number of team members
High	4
Medium	1
Low	2

ACCOMMODATING

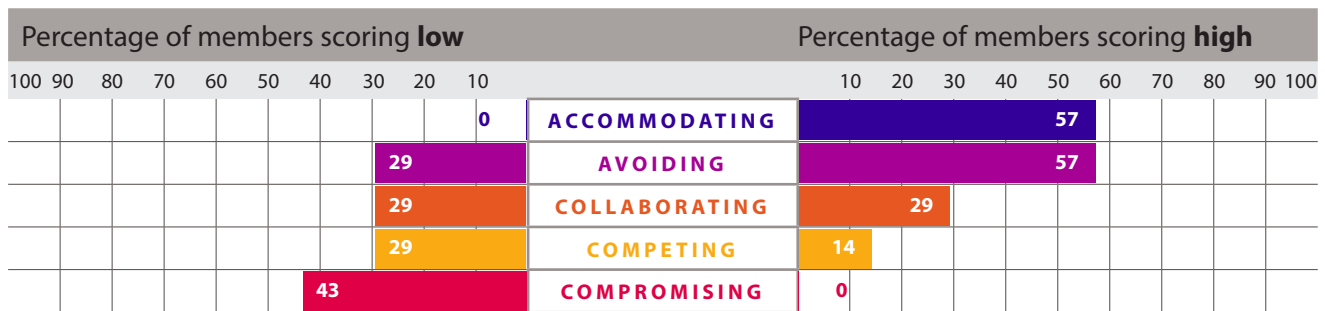| Tendency to use mode	Number of team members
High	4
Medium	3
Low	0

Team size = 7

To better understand your team's profile, a bar graph is used on the next page to show, in order, the percentage of team members who score in the high or low range for each mode.

*TKI percentiles are derived from raw scores calculated from team members' responses to the 30-item TKI assessment. Raw scores are converted to percentiles for each mode and norm-referenced using a sample of 4,000 women and 4,000 men, ages 20–70, who were employed full-time in the United States. The sample ensured representative numbers of people by organizational level and race/ethnicity. Throughout this report, *score* and *percentile score* are used interchangeably to refer to these percentiles.

Your Team Members' Tendencies

In the bar graph below, the percentage of team members who score high and hence might be overusing a mode is represented by the color bars to the right. The percentage of team members who score low and hence might be underusing a mode is represented by the bars to the left. Accommodating is your team's highest-scoring mode, with the largest percentage of team members scoring in the high range. Compromising is your team's lowest-scoring mode, with the largest percentage of team members scoring in the low range. A formula that considers the percentage of both high and low scores is used to order the modes.

TEAM CONFLICT MODES, WITH PERCENTAGE OF TEAM MEMBERS SCORING HIGH AND LOW FOR EACH MODE

Percentage of members scoring **low**		Percentage of members scoring **high**
100 90 80 70 60 50 40 30 20 10		10 20 30 40 50 60 70 80 90 100
0	ACCOMMODATING	57
29	AVOIDING	57
29	COLLABORATING	29
29	COMPETING	14
43	COMPROMISING	0

Team size = 7

ACCOMMODATING (largest percentage scoring high)
- 57% of team members, or 4 of 7, score high on accommodating and could be overusing this mode
- No team members score low on this mode

AVOIDING
- 57% of team members, or 4 of 7, score high on avoiding and could be overusing this mode
- 29% of team members, or 2 of 7, score low on avoiding and could be underusing this mode

COLLABORATING
- 29% of team members, or 2 of 7, score high on collaborating and could be overusing this mode
- 29% of team members, or 2 of 7, score low on collaborating and could be underusing this mode

COMPETING
- 14% of team members, or 1 of 7, score high on competing and could be overusing this mode
- 29% of team members, or 2 of 7, score low on competing and could be underusing this mode

COMPROMISING (largest percentage scoring low)
- No team members score high on this mode
- 43% of team members, or 3 of 7, score low on compromising and could be underusing this mode

The report next explores in depth some challenges associated with your team's highest- and lowest-scoring modes and offers possible remedies. The other three modes are briefly discussed after that.
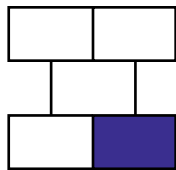
Your Team's Highest-Scoring Mode:
Accommodating

(57% of team members)

Although accommodating can have important benefits for a team, the fact that it is your team's highest-scoring mode may mean that some team members are **overusing** it—using it when other modes would yield better results.

Interpersonal Relations: Challenges and Remedies for Teams That Score Highest on Accommodating

Teams that score highest on accommodating tend to make good interpersonal relations a priority, but the extra consideration that members show each other can sometimes create its own interpersonal issues.

As you read the challenges and remedies in the chart below, place a check mark next to any challenges that you see negatively impacting relationships within your team. Consider trying remedies that seem promising.

CHALLENGE	REMEDY
☐ **Tolerating negative behavior.** Out of a desire not to be rude or inconsiderate, members may put up with behaviors from one or more team members that damage relationships within the team. For example, team members may accept one or more members' being late to meetings, engaging in sarcasm or domineering behavior, or not listening to other team members.	**Offer feedback and coaching.** Take responsibility for coaching or giving constructive feedback to other team members after meetings. "Would you like some constructive feedback?" "Here is another way to handle that."
☐ **Unvoiced resentments.** Members who make concessions out of kindness or politeness may come to feel that they are being taken advantage of when others do not reciprocate. Unvoiced resentments can heat up and may occasionally boil over into accusations of selfishness and ingratitude.	**Emphasize appreciation and equity.** Public and private acts of appreciation are especially important in teams scoring highest on accommodating, to recognize sacrifices and contributions. Beyond this, it is useful to establish norms of equity—that individual members will not make unequal sacrifices and that all members will contribute their fair share.

(continued)

CHALLENGE	REMEDY
☐ **Declining enthusiasm.** Some members may overdo their concern for other team members' welfare—in effect, acting "selflessly" at the sacrifice of their own personal needs and concerns. In this way, their own satisfaction may diminish to the point that they lose emotional engagement with the team.	**Take the team's pulse.** Watch for signs of low enthusiasm or low involvement in any team member. Make sure the team understands that there is a middle ground between selfishness and selflessness—that members should be meeting their own needs as well as contributing to the team. The last thing the team wants is a group of dispirited members.

Add other challenges and remedies that might be relevant for your team.

Other possible challenges

-
-
-

Other possible remedies

-
-
-

Decision-Making: Challenges and Remedies for Teams That Score Highest on Accommodating

Because team members who score highest on accommodating value agreeing and getting along, they are often reluctant to engage in the assertive, give-and-take behavior that allows a team to reconcile different needs and opinions. This reluctance can create challenges for making high-quality decisions.

As you read the challenges and remedies in the chart below, place a check mark next to any challenges that you see negatively impacting decision-making within your team. Consider trying remedies that seem promising.

CHALLENGE	REMEDY
☐ **Difficulty asserting needs.** When some team members hesitate to state their own concerns or needs, the team may ignore those aspects of an issue. Thus, the team's decision may be ineffective in addressing important parts of a problem.	**Poll for needs.** When an important issue arises, poll team members to learn their needs or concerns. Emphasize that the goal is problem-solving, not sacrifice, and that the team needs this information.
☐ **Groupthink.** Members may go along with questionable team assumptions and recommendations despite their doubts. They may be especially reluctant to engage in debates that might expose weaknesses in another team member's ideas.	**Invite critique.** Appoint a devil's advocate to critique a plan or assign members to debate different positions on issues. Because these roles are assigned, any criticism is less likely to create hard feelings. Thank members who raise valid questions.

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CHALLENGE	REMEDY
☐ **Shading the truth.** Members may find it difficult to give negative feedback to each other on performance issues, telling white lies and giving more positive feedback than is accurate. Leaders may inflate evaluations of member and team performance.	**Establish norms of truth-telling.** Emphasize the importance of telling each other the truth. Without truthful information, decision-making suffers and team members cannot recognize when improvement is needed. The truth can and should be given in a caring, constructive way.

Add other challenges and remedies that might be relevant for your team.

Other possible challenges	**Other possible remedies**
•	•
•	•
•	•

Team Action Steps

- As a team, discuss ways that accommodating helps your team achieve its desired goals.
- Next, identify ways that team members' highest use of this mode may have created challenges, and discuss what remedies could apply.
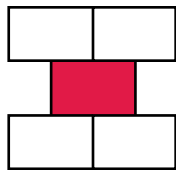
Your Team's Lowest-Scoring Mode:
Compromising

(43% of team members)

Although it is unwise to use compromising in some conflict situations, the fact that it is your team's lowest-scoring mode may mean that some team members are **underusing** it—not using it in situations where it would help the team.

Interpersonal Relations: Challenges and Remedies for Teams That Score Lowest on Compromising

Compromising is possible when there are a range of possible decisions along some dimension—allocating resources, for example. In teams that score lowest on compromising, members tend not to settle for partial satisfaction of their concerns. Without this middle-ground option, the team may experience interpersonal stresses, often involving perceived unfairness.

As you read the challenges and remedies in the chart below, place a check mark next to any challenges that you see negatively impacting relationships within your team. Consider trying remedies that seem promising.

CHALLENGE	REMEDY
☐ **Escalating tactics.** When middle-ground compromises are ruled out, conflicts of interest become more extreme; a solution is either win or lose. The stakes get higher in terms of what is at risk, both substantively and psychologically. Thus, some members may be tempted to use more extreme competitive tactics to prevail, such as politicking to build a coalition before a meeting or attacking opposing members. These tactics are generally seen as unfair, reduce trust, and create antagonism.	**Enforce norms of respect and honesty.** Insist that team members treat each other with respect and honesty. Respect is shown by civility and by listening to, and considering, the points made by others. Honesty includes having no hidden agendas or secret voting agreements with other team members, as well as telling the truth about issues being discussed.
☐ **Reluctance to negotiate.** Some team members may not want to negotiate compromises because they associate that with positional bargaining—where members take strong positions for a settlement that would benefit them and only reluctantly lower their demands until they reach an agreement. That form of negotiation often places heavy stresses on interpersonal relations and can result in unfair settlements for members who use more moderate tactics.	**Use principled negotiating.** Many researchers recommend a form of negotiating in which members first negotiate a mutually acceptable principle of fairness to apply to their issue. "Suppose we just split the costs evenly?" "Let's ask Lars in Accounting how that is usually handled." After that, it becomes a relatively simple matter to apply that principle to their conflict issue.

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CHALLENGE	**REMEDY**
☐ **Favoritism.** A leader's time and support are special examples of limited resources to be divided between team members. If some members compete more successfully for these resources, in-groups and out-groups form within the team—undermining team cohesiveness and creating feelings of unfairness and disempowerment among out-group members.	**Show impartial leadership.** Leaders need to monitor the time and support they allocate to different team members. Other than in special circumstances, it is important to allocate these resources fairly. The most apparent fairness standard would be to divide one's time relatively evenly among members and to support good ideas no matter who offers them.

Add other challenges and remedies that might be relevant for your team.

Other possible challenges

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-
-

Other possible remedies

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-

Decision-Making: Challenges and Remedies for Teams That Score Lowest on Compromising

Compromising is intermediate between the other four conflict-handling modes and can often be done quickly. It provides a pragmatic, middle-ground option for a team when other modes are not working or take too much time. Teams that are lowest in this mode may experience a number of challenges related to the overuse of other modes.

As you read the challenges and remedies in the chart below, place a check mark next to any challenges that you see negatively impacting decision-making within your team. Consider trying remedies that seem promising.

CHALLENGE	REMEDY
☐ **Competitive deadlocks on "big" issues.** It is difficult to reach a compromise on "big," high-stakes issues. Issues can become bigger when they are defined in more-encompassing ways—as involving multiple incidents or members, abstract ethical or ideological principles, the entire relationship between members, or settling things "once and for all."	**Manage the "size" of issues.** In general, it is easier to reach a compromise or other solution when issues are discussed in terms of their specifics. Focus the discussion on the concrete issue and possible solutions. "This is not about personalities or past issues. Suppose we just try Fred's idea for a while and see if it works?"
☐ **Running out of time when collaborating.** Teams that strongly favor collaborating may find themselves wasting meeting time by continuing to problem-solve on an issue when they encounter difficult obstacles. Or they search for collaborative solutions to less important issues when a compromise would save time and be good enough.	**Decide when to "satisfice."** Effective teams tend to reserve the use of collaborative problem-solving for key issues that require creative solutions. On more moderately important issues, they often use compromising to produce good-enough, satisfactory solutions rather than searching for more-optimal ones.

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CHALLENGE	REMEDY
☐ **Inaction on less important issues.** Teams that score lowest on compromising have no middle ground with respect to assertiveness. When an issue is not important enough to justify the time and energy required for competing or collaborating, some team members may find themselves accommodating or avoiding: "Never mind; it's not that important."	**Propose reasonable settlements.** Rather than not addressing these issues, the team can make incremental progress on them by encouraging members to propose fair compromises or temporary actions. "Suppose we just move the coffee machine to the center of the room for now, and see if that's any better?"

Add other challenges and remedies that might be relevant for your team.

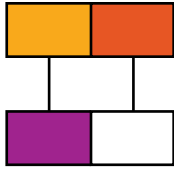**Other possible challenges**

-
-
-

Other possible remedies

-
-
-

Team Action Steps

- As a team, consider ways that compromising could be useful in helping your team achieve its desired goals.
- Next, discuss ways that team members' lowest use of this mode may have created challenges and what remedies could apply.

Your Team's Use of the Other Modes

Additional information on the other conflict modes appears below in order of decreasing scores for your team. Make a note of any signs of overuse or underuse that you think deserve attention by your team.

Avoiding (high = 57%; low = 29%)

Allows your team to sidestep or postpone issues that are relatively unimportant, are highly divisive, need more adequate preparation, or would be better handled in private.

- **Overuse:** Important decisions are often delayed or made by default; interpersonal frustrations are allowed to worsen when they are not confronted.
- **Underuse:** Team time is often wasted on unimportant issues; highly sensitive grievances are sometimes aired in public; the team sometimes rushes to judgment without the delay needed to properly research an issue.

## Collaborating (high = 29%; low = 29%)

Allows your team to dig into an issue, sharing different insights and concerns to produce a high-quality, win-win decision. It is especially useful for important issues that are novel or complex.

- **Overuse:** The team wastes time on optimal solutions for unimportant issues and fails to recognize when issues are zero-sum or when there is insufficient time, trust, or open-mindedness for collaborating.
- **Underuse:** The team finds few innovative solutions; some members have reservations about team decisions and may feel that they haven't been heard.

Competing (high = 14%; low = 29%)

Allows your team to decide between two or more well-defined alternatives using debate, advocacy, and challenge to expose strengths and weaknesses of the alternatives. Advocates push for their preferred course of action against resistance from members with opposing preferences.
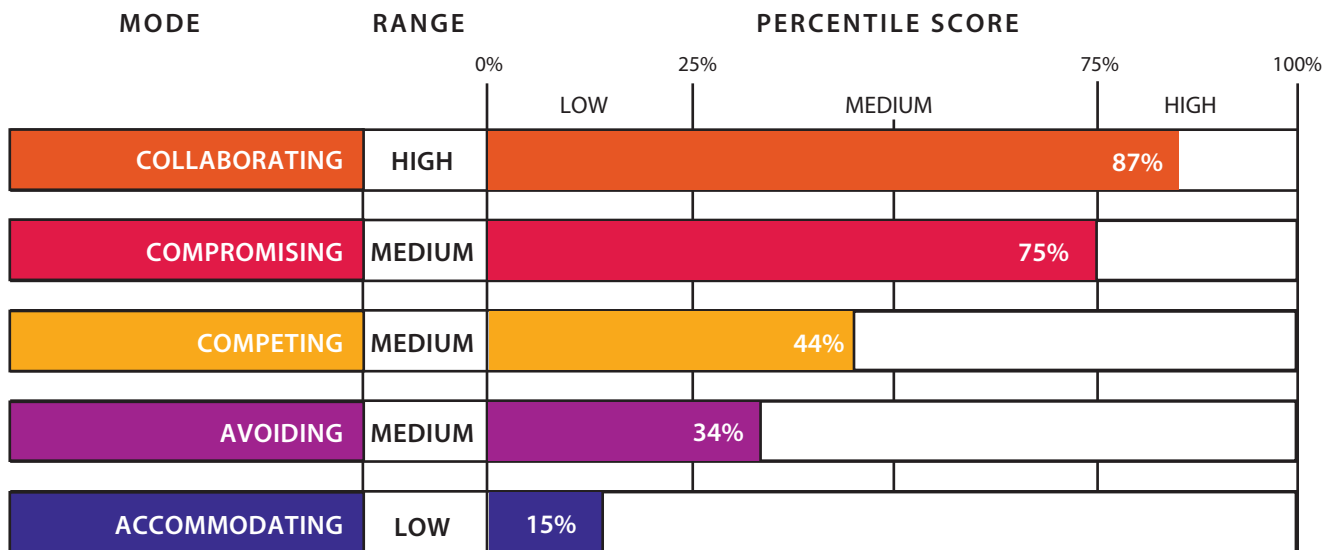
- **Overuse:** Collaborative possibilities are overlooked; teammates form factions and view each other as adversaries; trust, open-mindedness, and generosity decline.
- **Underuse:** Leaders hesitate to take unpopular actions; members hesitate to speak truths, champion new ideas, or challenge what is wrong.
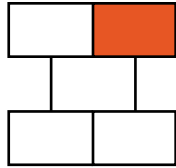
Your Individual Profile

Note to facilitator: Pages 16–21 display a sample of an individual's profile. Each team member will have an individualized TKI graph and tips about their conflict-handling modes.

Your individual TKI results are shown below and reflect the contributions that you make to your team's conflict-handling profile. The modes are arranged in order of their percentile scores, with your highest-scoring mode listed first. Scores that fall in the top 25th percentile are considered high. Scores that fall in the bottom 25th percentile are considered low.

| MODE	RANGE	PERCENTILE SCORE
COLLABORATING	HIGH	87%
COMPROMISING	MEDIUM	75%
COMPETING	MEDIUM	44%
AVOIDING	MEDIUM	34%
ACCOMMODATING	LOW	15%

These results show that your highest-scoring mode is collaborating. You scored higher than 87% of respondents in the norm sample. Your score lies in the high range.

Your lowest-scoring mode is accommodating. You scored higher than 15% of the norm sample. This score lies in the low range.

Compare your highest-scoring and lowest-scoring modes to those of your team in the chart below.

	Highest mode	Lowest mode
You	COLLABORATING	ACCOMMODATING
Your team	COMPROMISING	COLLABORATING

Your highest mode, collaborating, differs from your team's highest mode; this tendency makes a different contribution to your team's mix of conflict modes. Your lowest mode, accommodating, differs from your team's lowest mode, so that this tendency likewise makes a different contribution to your team's mix of conflict modes.
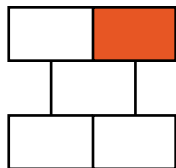
Your Highest-Scoring Mode:
Collaborating

(percentile = 87%; range = high)

Collaborating involves a significant amount of open-mindedness and creativity—to consider the concerns and viewpoints of others as well as your own, and to look for win-win solutions.

Selective use of collaborating can make an important contribution to your team. For example, you may help the team reach a deeper understanding of an issue by combining the insights of different members, or find a creative, win-win solution that allows the team to meet two important concerns without sacrificing either one (for example, raising quality without increasing costs).

Because collaborating is your highest-scoring mode, however, you may be **overusing** it and creating some challenges for your team.

The chart below lists three common challenges and remedies that involve both interpersonal relations and decision-making. The remedies identify specific behaviors that you could consider using to help the team. Place a check mark next to any behaviors that you sometimes engage in within your team.

Individual Challenges and Remedies for Team Members Scoring Highest on Collaborating

CHALLENGE	REMEDY
☐ **Spending too much team time on an issue.** Collaborating often requires more time than other modes—to identify underlying concerns and search for innovative solutions. You may try to steer a team discussion into this mode when it would take up too much of the team's time.	**Treat the team's time as a limited resource.** Balance the value of a win-win solution against its time cost. Don't start collaborating on unimportant issues or when time is short. Save team time by using team meetings to surface important issues and concerns, but suggest using smaller groups to problem-solve and report back.
☐ **Difficulty dealing with competing members.** A team member may occasionally keep pushing a position on an issue even though it would have significant costs for you or the team. You don't want to strain interpersonal relations by getting drawn into an argument but don't want to accept costly outcomes, either.	**Use "firm flexibility."*** Be firm in opposing any position (proposed action) that would be too costly for your concerns, but flexible in searching for other solutions that would meet both your and the other person's concerns. "I can't support that proposal because it would harm . . . , but let's try to come up with some other way of meeting your concern."

*The term *firm flexibility* was coined by Dean Pruitt and Jeffrey Rubin in *Social Conflict: Escalation, Stalemate, and Settlement* (New York: Random House, 1986).

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CHALLENGE	REMEDY
☐ **Trouble handling zero-sum issues.** In some conflict situations, what is gained by one side is lost by the other—for example, figuring out how to divide up costs or opportunities. These conflicts can be extremely sensitive if some members emerge as "losers" and feel that they were treated unfairly. With no possibility of a win-win situation, you may have difficulty proposing a solution.	**Steer the discussion to the issue of fairness.** Help the team agree on a standard of fairness that it can apply to this and similar issues that may arise in the future. This standard may become part of the team's culture and help settle similar issues when they occur.

Add other challenges and remedies that might be relevant for you.

Other possible challenges	Other possible remedies
•	•
•	•
•	•

Individual Action Steps

- If possible, get feedback from one or more team members to see whether they agree with your checked items.
- Working with your facilitator or another team member, identify any challenges that are especially important for your conflict-handling behavior, and then discuss remedies for those challenges.
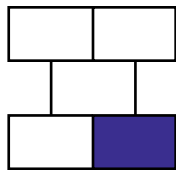
Your Lowest-Scoring Mode:
Accommodating

(percentile = 15%; range = low)

Accommodating the needs and concerns of other team members involves neglecting or sacrificing your own concerns to some degree. If overdone, it can mean allowing poor decisions or accepting unacceptable losses for your own performance. However, accommodating can also be a form of generosity, in which you sacrifice your own concerns to some extent to help the team and its members—doing favors that help the team.

Because accommodating is your lowest-scoring mode, however, you may be **underusing** it—creating some challenges for your team when accommodating would help.

The chart below lists three common challenges, together with suggested remedies. These remedies identify specific behaviors that you could consider using to help the team. Place a check mark next to any behaviors that you sometimes engage in within your team.

Individual Challenges and Remedies for Team Members Scoring Lowest on Accommodating

CHALLENGE	REMEDY
☐ **Refusing to concede.** You may refuse to accept a team decision that has been discussed but goes against your own position on an issue. When you do this, you are essentially invoking a rule of unanimity—that all members must agree. This rule gives all members veto power, typically takes more time, and is more likely to result in deadlocks.	**Accept team consensus.** Experts often recommend decision-making by consensus. This allows you and others to explain your reasoning and recommendations before the team makes its decision. When you feel that other teammates have understood your reasoning, you agree to accept the team's decision—even when it goes against your position.
☐ **Individualism.** You may feel that your main responsibility is to your own work tasks and be less willing to help other members. If so, those other members may interpret this behavior as selfishness (not being a team player) and reciprocate by not helping or trusting you.	**Incorporate team goals into your thinking.** Be mindful of the team's broader goals and purpose. Appreciate the contributions that other members make to those goals and offer them help when it is needed. In turn, other members will likely reciprocate by helping you when needed, and you will help the team become more cohesive.

(continued)

CHALLENGE	REMEDY
☐ **Discomfort with emotional issues.** You may be more skilled at dealing with factual or logical issues than with emotional ones. If so, you may be less aware of the effects of your behavior on interpersonal relations in the team, and emotional issues may seem to be confusingly irrational.	**Get coaching and training.** Seek out team members who seem better at handling interpersonal issues to see if they can coach you on these issues. Your workshop facilitator or others may also be able to recommend training programs that can help sensitize you to the ways that your cognitive style or way of expressing emotions can affect interpersonal relations in the team.

*Add other challenges and remedies that might be relevant for you.*

Other possible challenges	**Other possible remedies**
•	•
•	•
•	•

Individual Action Steps

- If possible, get feedback from one or more team members to see whether they agree with your checked items.
- Working with your facilitator or another team member, identify any challenges that are especially important for your conflict-handling behavior, and then discuss remedies for those challenges.
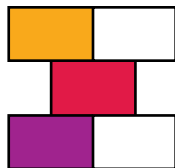
Your Use of the Other Modes

This page provides information on your other three modes, listed in decreasing order by their percentile scores. Because these modes are neither your highest nor your lowest mode, you are somewhat less likely to be overusing or underusing them. However, the descriptions shown below may help you spot some specific behaviors that you could change to help the team. Make a note of any such signs of overuse or underuse and possible remedies.

Compromising (percentile = 75%)

Involves proposing or accepting a middle-ground settlement that only partially satisfies both parties.

- **Overuse:** Overlooking win-win possibilities on key issues; compromising on key rules, standards, or ethical principles.
- **Underuse:** Being inflexible; spending too much time on minor issues; being reluctant to negotiate.

Competing (percentile = 44%)

Involves advocating a position that you consider the best of the alternatives being contemplated.

- **Overuse:** Assuming issues are win-lose; not listening to new information; using behaviors that undermine trust.
- **Underuse:** Not championing a promising idea or challenging a questionable one; not enforcing standards; not challenging rude or abusive behaviors.

Avoiding (percentile = 34%)

Involves putting off a discussion or decision that is not worth the team's time and energy or could be damaging to interpersonal relations.

- **Overuse:** Hesitating to speak on an issue until you are certain; assuming conflicts are personality based; simply hoping tensions will dissipate on their own.
- **Underuse:** Making comments that embarrass a team member; making accusations; using the team's time inefficiently.

Important note to the facilitator: The following page includes information on the individual scores for all team members. Individual team members do not have this page in their TKI Team Reports.

Confidentiality and respect: While the individual scores can be useful for team development, we urge the facilitator to treat these data with care. Some team members may be sensitive to sharing their scores with others in their team. If the facilitator chooses to share the scores with all team members, they should obtain the permission of each person before doing so.

Suggestions for using the individual team member scores can be found in the *TKI Team Report Facilitator's Guide.*

Individual Team Members' TKI® Results

Individuals make different contributions to the overall team dynamics. Here are each team member's high (H), medium (M), and low (L) scores for each mode. Note that some individuals have more than one high mode or more than one low mode. Recall that high means that an individual scored in the same range as the highest 25% of the norm sample for that mode, while low means that an individual scored in the same range as the lowest 25% of the norm sample. Team members are listed in alphabetical order in the chart.

MEMBERS' PERCENTILE RANGE FOR EACH MODE

Team size = 7

H = high; M = medium; L = low

Member	Competing	Collaborating	Compromising	Avoiding	Accommodating
Beau, F.	M	M	L	H	H
Bernstein-Hankelman, V.	M	L	M	H	H
Langenheimer, C.	L	H	M	M	M
Muñoz, P.	M	H	M	L	M
Nakamura, J.	L	M	L	H	H
Smith, B.	M	L	L	H	H
Wyar, K.	H	M	M	L	M