

**Complete the self-assessment to better understand your management style and strengths.**

## SELF-ASSESSMENT 11.1

### HOW DO YOU BEHAVE DURING CONFLICT?

The following questions provide additional insight into how you behave in conflict situations.<sup>8</sup> Answer each question as to the extent that you think or believe that the statement is true.

	Never	Seldom	Occasionally	Usually	Always
1. Do you believe that in every conflict situation, mutually acceptable solutions exist or are available?	1	2	3	4	5
2. Do you believe that in each conflict situation, mutually acceptable solutions are a desirable thing?	1	2	3	4	5
3. Do you favor cooperation with all others in your everyday activities and disfavor competition with them?	1	2	3	4	5
4. Do you believe that all people are of equal value regardless of age, race, religion, culture, or gender?	1	2	3	4	5
5. Do you believe that the views of others are legitimate (i.e., genuine, accurate, true) expressions of their positions?	1	2	3	4	5
6. Do you believe that differences of opinion are helpful and beneficial?	1	2	3	4	5
7. Do you believe that others are worthy of your trust?	1	2	3	4	5
8. Do you believe that others can compete but that they also can choose to cooperate?	1	2	3	4	5
9. Do you believe that how one thinks and how one feels are factors in deciding how one behaves?	1	2	3	4	5

After answering these questions, go back and reflect on your answers. For example, are you more likely to accommodate or avoid confrontations? What else did you learn? You should revisit these questions after you have finished reading this chapter.

Source: Lulofs, S., & Cahn, D. D. (2000). *Conflict: From theory to action* (2nd ed.). Boston, MA: Allyn & Bacon, p. 36.

them less productive. Second, conflict can be viewed as a natural part of organizational life and beneficial to the workplace.<sup>9</sup>

Early views of management considered conflict to be dysfunctional. For example, one of the fathers of management, Frederick Taylor (see Chapter 1), viewed conflict as a threat to managerial authority and as a waste of time. According to his view, conflict can cause unnecessary stress, reduce communication and group cohesion, and prevent employees from focusing on their task. Many of you have experienced the negative impact of conflict when infighting and personality conflicts create intense animosity that made it hard to



What Makes  
Conflict?