

# Assessment Questionnaire: Conflict Management



The ability to effectively deal with escalating conflicts and tension at work is one of the hallmarks of a strong leader. As someone who is in an executive position with many people reporting to you, this ability to address interpersonal conflict is critical.

How good are you at diffusing employee tensions, managing conflict, negotiating difficult situations, and easing hostility in employees or customers? How skilled are you at managing and diffusing difficult situations?

Please read each statement and record your level of agreement on the scale of 1 to 5.

1 = Completely False  
2 = Mostly False  
3 = Neither True or False

4 = Mostly True  
5 = Completely True

1 2 3 4 5

1. If I need to mediate a conflict at work, I will keep the discussion focused on the impact on work performance and not allow it to become a series of personal attacks.
2. If somebody has been doing something which I need to correct, I will address that person and begin by describing the more simple or easy aspects of the issues involved.
3. I am aware of tension as it is building, not just when it reaches a boiling point.
4. When I am managing a difficult situation, I ask others to point to specific behaviors and examples rather than to make generalizations or attribute issues to other's personalities.
5. If someone addresses me about a concern regarding my behavior, I listen attentively and let them know that I appreciate the fact that they came to me directly.
6. I frequently help people to generate options, multiple perspectives or alternatives to difficult issues.
7. When coworkers of equal status to myself have disagreements at work, I carefully think about the pros and cons of getting involved.
8. I frequently see diversity in an organization as a great source of strength rather than as a conflict-generator.
9. My listening skills and ability to empathize with someone else's position can be considered very strong.
10. If I need to correct someone's behavior, I do not make personal accusations of that person, instead, I present the facts involved.
11. I often wait before intervening to see if a pattern of conflicts has formed or to see if the parties will resolve the conflict on their own.
12. I do not often get involved with the rumor mills or gossip at work.
13. I recognize that some level of conflict or disagreement is related to positive organizational outcomes and that not all conflict is bad.
14. It is common for me to encourage a discussion about a problem with another person by inviting his questions and perspective on the issue at hand.
15. I try to avoid stereotyping at work, assigning labels to certain people, and assuming that those people caused the problems.
16. If someone has complained about me, I am genuinely concerned and curious to find out more, even if I disagree.
17. When I think about conflicts, I think about solutions and opportunities.
18. It is typical for me to encourage others to take the lead or the initiative to resolve the controversy themselves.
19. I believe it is important to acknowledge conflict when I see it and to respond by stating the conflict and the fact that it needs to be resolved in some manner.
20. When others are in conflict, I help them to first find the areas that they agree upon as a starting point.
21. If I am serving as a mediator, I am typically able to keep neutral and not take sides, even in my head.
22. I have made my office or my position at work a 'gossip-free' zone.
23. When someone has an issue with something that I have done, I openly invite them to suggest alternative actions for me to try the next time.
24. If managing a conflict, I usually consider whether cultural (ethnicity, gender, religious orientation, etc.) considerations or misunderstandings are at the root of the situation.
25. I understand and frequently think about the fact that there are numerous causes to conflicts, such as personal problems, information problems, environmental problems, or incompatibility problems.
26. When a coworker tries to talk to me about another coworker behind her back, I have no problem telling that coworker that I do not want to get involved.
27. When in a conflict situation, I am usually able to negotiate to get some of my needs met and compromise on the less important areas.
28. I try to use a problem-solving or collaborative approach in dealing with concerns.
29. In a conflict situation, I try to deal with focusing on the solution rather than assigning fault or blame.
30. If diffusing a tension at work, I help people look to the shared goals that they are working to achieve by saying something like, 'what are the common goals that you both share that underlie this discussion?'

31. Name

32. Email

33: Tel No,

**Thank you for taking the time to fill out the form - we aim to respond to your form within 2 working days**