

Sam Sample
10 Oct 2021

EXPERT

CONFLICT HANDLING STYLES

FIFTEEN FACTOR QUESTIONNAIRE PLUS



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REPORT STRUCTURE

This report presents Sam Sample's Personality Derailers profile in the following sections:

1. Guide to Using This Report

- Understanding Conflict Handling Styles
- Reference Group Used
- Response Style

2. Conflict Handling Profile

3. Conflict Handling Styles

DISCLAIMER

This is a strictly confidential assessment report on Sam Sample. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Sam Sample.

The derailers profile arises from a self-report questionnaire and must be interpreted in the light of corroborating evidence gained from feedback and in the context of the role in question taking into account available data such as performance appraisals, actual experience, motivation, interests, values, abilities and skills. As such the authors and distributors cannot accept responsibility for decisions made based on the information contained in this report and cannot be held directly or indirectly liable for the consequences of those decisions.



GUIDE TO USING THIS REPORT

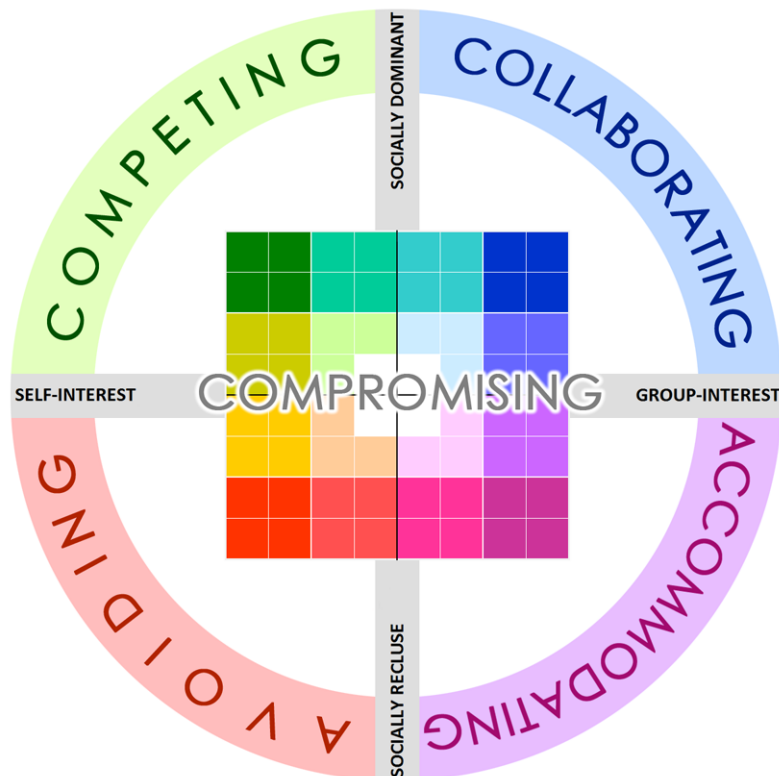
UNDERSTANDING CONFLICT HANDLING STYLES

The conflict handling styles are based on a revised version of the Mouton-Blake managerial grid. Conflict handling describes the style that Sam Sample is most likely to adopt from the following five styles:

- Collaborating
- Competing
- Compromising
- Accommodating
- Avoiding

The effectiveness of any individual dealing with conflict is based on the requirements of the specific situation, the appropriateness of the individual's approach and the skill with which the individual is able to use that approach. Every person is capable of adopting any of the various approaches towards resolving conflict. However, some people have a stronger preference to certain approaches, which is why it is important to familiarise individuals with their preferred approaches and add context to them by relating them to the nature of the conflict and how best to utilise one's preferences.

The revised Mouton-Blake model uses two axes. "Concern for others" is plotted using the horizontal (X) axis and "social dominance" along the vertical (Y) axis. Each axis has a numerical scale of 1 to 8. The respondent's score and position on the grid determines their preferred conflict handling style.





REFERENCE GROUP USED

The following norm was used to generate this report:

Test	Norm Used	Sample Size
Fifteen Factor Questionnaire Plus (15FQ+)	SA Aggregate Population updated 2016	20374

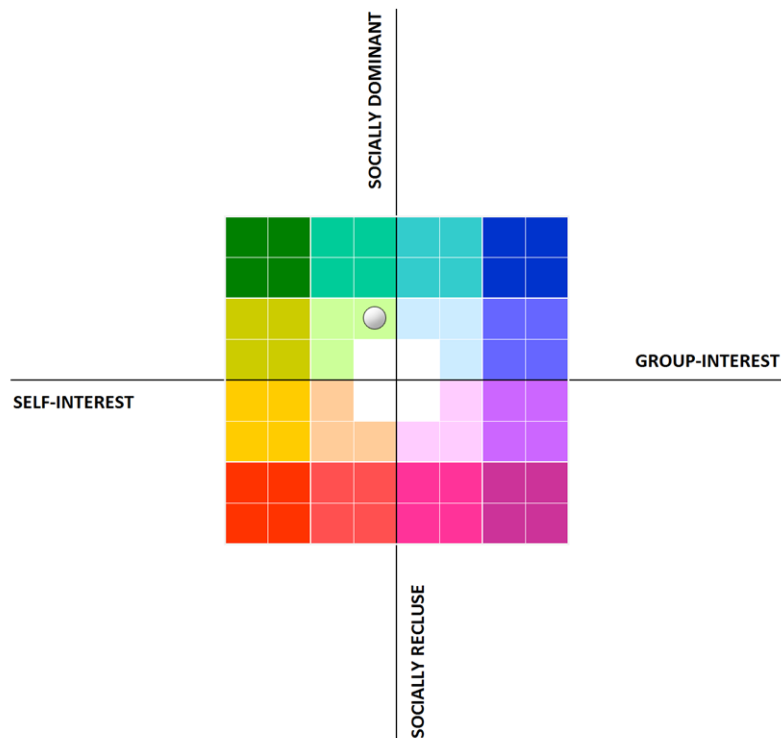
RESPONSE STYLE

The Fifteen Factor Questionnaire Plus (15FQ+) contains several scales which measure individuals' test taking attitudes and whether they were committed to portraying themselves accurately. Such measures inform practitioners of the degree to which they can trust and rely on the interpretation of respondents' profiles.

While the results suggest that Sam Sample may not have been particularly concerned about projecting a positive image of himself, his results further indicate that there may have been an element of randomness within how he answered the questionnaire. This indication may be the result of a conscious lack of commitment to the assessment process, a failure for him to buy into the process or simply a lack of willingness to portray his true self. The degree of potential randomness indicated does represent a moderate risk of distortion to the profile.



CONFLICT HANDLING PROFILE



X-AXIS (CONCERN FOR OTHERS) : GRID POSITION 4

Sam Sample's profile suggests that he may not be sufficiently concerned with the needs of others. This preference can either stem from being distant and detached from the needs of the other party, from distrusting their intentions or from preferring to work in autonomy from others. The nature of Sam Sample's preference can be better understood by reviewing the following contributing traits:

- Sam Sample is extremely private and should dislike talking about personal matters. As a result, he may be seen by others as being cold and distant.
- Sam Sample is realistic about human nature; he places trust appropriately and judges people and situations by their merits.
- Sam Sample has a strong need for social contact where he enjoys teamwork and making decisions in consultation with others. As a result, he should take an active role in the social affairs of the group.

Y-AXIS (SOCIAL DOMINANCE) : GRID POSITION 6

Sam Sample's profile suggests that he should be able to contribute to discussions. This preference is determined by the ability to be confident when dealing with others and the ability to assert oneself in discussions. The nature of Sam Sample's style can be better understood by reviewing the following contributing traits:

- Sam Sample is seen as having an above-average level of dominance and should have the ability to take charge of a situations and offer direction to others. However, Sam Sample may face difficulty compromising, especially to less assertive individuals.
- Sam Sample profiles as having a high level of social self-confidence and should be a confident communicator regardless of the setting. He will contribute openly in meetings and should always have something to say.



CONFLICT HANDLING STYLES

PREFERRED CONFLICT HANDLING STYLE



COMPETING

Based on these preferences, Sam Sample is most likely to adopt a competitive approach to handling conflict, in which he may pursue his own concerns over those of others. While this approach may be useful in emergency situations or when decisions need to be taken quickly, it has the potential to alienate others and build feelings of resentment if used in less urgent situations.

When this approach is most useful:

- When in an emergency.
- When unpopular actions must be implemented.
- When your team or organization's welfare is at stake.
- When your authority and responsibility are unquestionable.

OTHER CONFLICT HANDLING STYLES



Compromising

Individuals who adopt this approach are likely to compromise when trying to resolve conflicts. They are capable of being flexible and compromising and will expect other parties to give up something as well. This approach may see them taking the middle ground, where they will reciprocally seek as well as offer compromise from others. This approach is useful when the cost of the conflict is higher than the cost of losing ground or when the negotiations between equally powerful parties is at a stand-still and a deadline is looming.

When this approach is most useful:

- When harmony must be preserved and disruptions avoided.
- When a temporary settlement is acceptable.
- When there is a need to resume negotiations after a stale-mate between equally powerful parties.
- When the relationship is the most important goal.



Collaborating

Individuals who adopt this approach are likely to collaborate with others towards resolving conflict. Being high profile team members, they will be able to work with others towards finding a common solution that satisfies everyone's concerns.

When this approach is most useful:

- When the stake of the relationship is as important as the issues at hand.
- When trying to gain the commitment of other parties or stake-holders.
- When the parties are relatively equal in status or when the most powerful party supports a win-win collaborative solution.
- When the solutions are dependent on both parties working together.
- When both parties have objectives that are too important to compromise.
- When time is not a constraint and you can afford to take the necessary time to resolve the issues.
- When the quality of the decision cannot be wavered.



Avoiding



Individuals who adopt this approach are likely to avoid addressing conflict. They are neither concerned about the needs of the other parties nor do they prefer to engage them directly in order to resolve the conflict. This is typically displayed by postponing issues until conditions are more favourable, by delegating controversial issues or by retreating from threatening situations. There are a limited number of situations in-which this approach may yield positive results. These may include when there is someone who is better equipped at dealing with the issues or when there are more important issues at hand. However, this approach remains ineffective in most situations.

When this approach is most useful:

- When the potential danger or damage outweighs the benefits of resolution.
- When more time is needed to collect information.
- When emotions need to cool down to reduce tension and allow for more productive negotiations in the future.
- When there is no chance of satisfying your concerns. For example, when you have limited power or you are frustrated by something that would be very difficult to change.
- When others are more capable of resolving the issues.
- When there are more pressing issues to deal with or when the issue seems symptomatic of another, more basic issue.

Accommodating



Individuals who adopt this approach are likely to be accommodating and willing to satisfy the needs of others. This may take the form of yielding to others' points of view even when it is not warranted. This approach is appropriate when the relationship is more valuable than the cause of the conflict or when future "favours" are sought in return for unyielding compromise. However, it must be noted that favours are not always returned and this approach is not likely to yield the best results.

When this approach is most useful:

- When it is necessary to satisfy the needs of others and as a goodwill gesture to help maintain a cooperative relationship.
- When there is a need to gain social credits for future issues that are important to you.
- When your party has less power or influence and pushing for your needs will only serve to hurt your standing or damage your cause.
- When it is more important to avoid disruptions.
- When you want to help your employees develop by allowing them to learn from their mistakes.