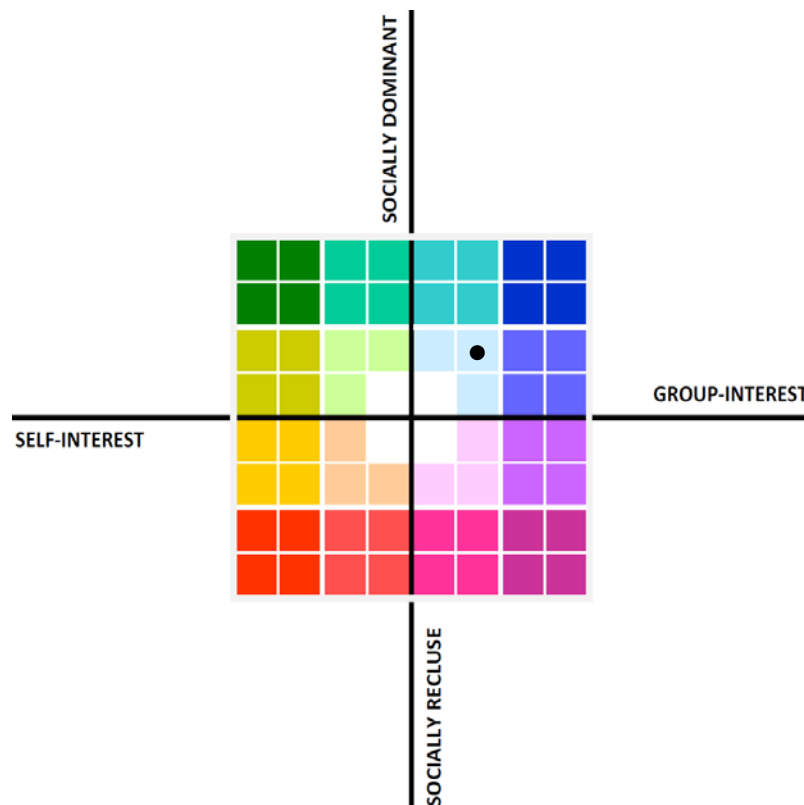


## CONFLICT-HANDLING PROFILE

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. However, 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 familiarize individuals with their preferred approaches and add context to them by relating them to the nature of the conflict and how best to utilize one's preferences.



### X-axis (Concern for Others)

Sam Sample's profile suggests that although she is concerned for the needs of others, this concern is only slight to moderate. Concern for others is realized either by having a genuine understanding of the needs of the other party, by trusting their motives and intentions and by seeking their consultation and interacting with them on a regular basis. The nature of Sam Sample's preferences can be better understood by reviewing her contributing traits:

- Sam Sample is genuinely interested in other people and is warm-hearted and caring.
- Sam Sample is less trusting than most. She believes that most people will take advantage of her if given the chance.
- While Sam Sample likes to be surrounded by others and discuss decisions in a group context, she is also capable of being self-reliant when needed.

## Y-axis (Social Dominance)

Sam Sample's profile suggests that she 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 her contributing traits:

- Sam Sample is not seen as being unduly forceful. While she may prefer to avoid confrontation, she is likely to stand her ground if her principles are openly challenged.
- While Sam Sample is capable of being socially confident, she may restrict her interactions to smaller teams she is familiar with or in one-to-one interactions. her level of social self-confidence may not be sufficient enough for her to leave a strong or lasting first impression.

## Preferred Conflict-Handling Style



## Collaborating

Based on these preferences, Sam Sample is likely to adopt a collaborative approach towards resolving conflict. Being a high profile team member, she will be able to work with others towards finding a common solution that satisfies everyone's concerns.

## When is this approach 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.