

1) DESCRIPTION OF THE TOOL

The aim of the Thomas-Kilman test is to examine the attitudes of people in different conflict situations, where a common determinant are two basic characteristics such as assertiveness and cooperativeness. In other words: the purpose of the test is to know your own conflict resolution style and how to negotiate. Here, on the one hand, we strive to realize our own needs; on the other - striving to meet the needs of the other party. And now: depending on the degree of satisfaction of needs in both aspects, we get a result in the form of one of the five styles of conflict resolution and the style of negotiation strategies: avoidance, accommodation (adjustment), compromise, competition and cooperation.

2) OBJECTIVES OF THE TOOL

Getting to know the styles of negotiation

Identification of own strengths and weaknesses in the field of negotiations

Getting to know your style of negotiation

3) CONNECTION OF THE TOOL WITH THE SKILL

The test is an individual task in which in a particular question you will recall a specific situation of conflict and / or negotiations from your practice. How did you behave then? How do you usually react to such situations?

The test is a direct practical reference to module 9 titled Negotiations.

4) RESOURCE MATERIALS

<https://www.katarzynapluska.pl/>

<https://www.cdr.gov.pl/>

5) HOW TO APPLY THE SKILL

Each training participant is individually focused:

- remembers the specific situation of negotiations with his/her practice. How did he/she behave then?
- considers situations in his/her environment, in which his/her wishes turn out to differ from wishes another person,
- answers the question: how does he/she usually react in such situations?

Then for a pair of sentences describing possible reactions given on the exercise card, he/she marks the circle sentence "A" or "B", which is either the most characteristic or more likely for his/her own behavior.

No of the sentence

1.

A. There are cases when I let others take responsibility for solving the problem.

B. Instead of negotiating contentious issues, I try to highlight the issues in which we agree.

2.

A. I'm trying to find a compromise solution.

B. I try to consider all doubts of both parties.

3.

A. I usually strive hard to achieve my goals.

B. I could try to calm the feelings of others and keep our relations.

4.

A. I'm trying to find a compromise solution.

B. Sometimes I devote my own wishes to the wishes of another person.

5.

A. I am constantly looking for help from others in finding a solution.

B. I try to do what is necessary to avoid unnecessary tension.

6.

A. I try to avoid creating unpleasantness.

B. I'm trying to win my position.

7.

A. I am trying to postpone the problem until I have some time to think about it.

B. I give up certain points in exchange for others.

8.

A. I usually strive hard to achieve my goals.

B. I am trying to reveal all reservations and problems immediately.

9.

A. I think that differences are not always worth worrying about.

B. I put some effort into achieving my goal.

10.

A. Twardo strive to achieve their goals.

B. I'm trying to find a compromise solution.

11.

A. I am trying to reveal all reservations and problems immediately.

B. I could try to calm the feelings of others and keep our relations.

12.

A. Sometimes I avoid taking a position that would cause controversy.

B. Let him keep some of his points if he lets me keep some of mine.

13.

A. I suggest an indirect solution.

B. I stand in the performance of my points.

14.

A. I present my views to him and ask him about him.

- B. I try to show him the logic and benefits of my position
15.
- A. I could try to calm the feelings of others and keep our relations.
B. I try to do what is necessary to avoid tension.
16.
- A. I try not to hurt the feelings of another person.
B. I'm trying to convince another person about the merits of my position.
17.
- A. I usually strive hard to achieve my goals.
B. I try to do what is necessary to avoid unnecessary tension.
18.
- A. If I make the other person happy, I can let her keep her views.
B. Let him keep some of his points if he lets me keep some of mine.
19.
- A. I am trying to reveal all reservations and problems immediately.
B. I try to postpone the problem until I have some time to think about it.
20.
- A. I'm trying to close the differences of our positions immediately.
B. I'm trying to find a fair combination of profits and losses for both of us.
21.
- A. In the upcoming negotiations, I will try to pay attention to the wishes of the other person.
B. I am always inclined to discuss the problem directly.
22.
- A. I'm trying to find an intermediate position between him and mine.
B. I demand recognition of my wishes.
23.
- A. I often try to satisfy all our wishes.
B. There are cases when I let others take responsibility for solving the problem.
24.
- A. If the position of the second seems to be very important to him, I would try to leave opposite his wishes.
B. I try to force him to compromise.
25.
- A. I am trying to demonstrate the logical benefits of my behavior.
B. In the upcoming negotiations, I will try to pay attention to the wishes of the other party.
26.
- A. I suggest an indirect solution.
B. I almost always try to satisfy all our wishes.
27.
- A. Sometimes I avoid taking a position that would cause controversy.
B. If I make the other person happy, I can let her keep her views.
28.
- A. I usually strive hard to achieve my goals.
B. Usually I am looking for help from others when working on a solution.
29.
- A. I suggest an indirect solution.
B. I believe that differences are not always worth worrying about.
30.
- A. I try not to hurt the feelings of another person.
B. I always share a problem with another person so that we can solve it together.

Participants of the course add up the circle of sentences marked to the given key.

KEY

| A. Avoidance | B. Accommodation / adjustment | C. Compromise | D. Competition | E. Cooperation |
|-----------------|----------------------------------------|------------------|-------------------|-------------------|
| 4b | 4a | 7a | 1a | 1b |
| 5b | 5a | 8b | 2b | 2a |
| 6b | 6a | 9a | 3a | 3b |
| 10a | 13b | 10b | 7b | 22a |
| 11b | 14a | 11a | 8a | 23b |
| 12a | 15b | 12b | 9b | 24a |
| 19a | 16b | 16a | 13a | 25a |
| 20b | 17a | 17b | 14b | 26a |
| 21a | 18b | 18a | 15a | 27a |
| 22b | 28a | 25b | 19b | 28b |
| 23a | 29b | 26b | 20a | 29a |
| 24b | 30a | 27b | 21b | 30b |
| Sum : | Sum : | Sum : | Sum : | Sum : |

Total selections

0 - 1 /- very rare

2 - 4 /- rare

5 - 7 /- medium

8 - 10 /- often

11 - 12 /- very often

6) WHAT TO LEARN

The reactions of people in conflict situations determine two basic, independent features - assertiveness and cooperativeness. An assertive man is one who is confident and assertive who behaves decisively, without fear and hesitation, but without aggression. It is someone who perseveringly pursues its goals. The opposite of assertiveness is uncertainty, tendency to submit, lack perseverance and passive submission to circumstances. Cooperativeness manifests itself in the tendency to cooperating with a partner in order to achieve mutually beneficial results, despite the fact that in a given situation you could achieve results beneficial only to yourself. It is expressed, inter alia in that it was given a person can resign from ad hoc and individualistic effects in favor of deferred in time that can be achieved by interacting with others.

A – Avoidance

Low cooperativeness and low assertiveness contribute to the occurrence of avoidance reactions. A man with such traits withdraws from the conflict, he does not care about proving his own reasons or on considering his partner's views.

Use avoidance when:

- the goal is not very important or is only important temporarily;
- there is no chance to satisfy our desires;
- losses due to the continuation of the conflict outweigh any gains from its solution;
- you have to give yourself or your partners time to cool down, reduce emotional tension;
- time is needed to gather the necessary information to make a decision;

- others are able to effectively resolve the conflict.

B – Accomodation/adjustment

Low assertiveness and high cooperativeness contribute to the occurrence of accommodative reactions. A man with such features seeks to reconstruct his own views, but he does so not because of the absolute acceptance of the views of the other person, but rather because of the desirable opinion cooperation.

Use accommodation when:

- you are aware that you are wrong and allow the "better" position to win;
- the matter is more important for the partner than for you, then you contribute to maintaining the correct relationship between you;
- it is more important to gain the trust of a partner than the outcome of a conflict resolution;
- it is important to keep your consent and avoid any discrepancy.

C – Compromise

Average assertiveness and average cooperativeness contribute to the occurrence of compromise reactions. A man with such characteristics seeks some benefits, also granting his partner the right to part of them. It can therefore give up some of its own benefits to the partner.

Use a compromise when:

- interests are not very important and not worth the efforts to defend them;
- equal partners aim at mutually exclusive goals;
- it is sufficient to reach a temporary agreement;
- a quick solution is needed in a time pressure situation;
- competition and cooperation fail.

D – Competition

High assertiveness and low cooperativeness contribute to the occurrence of competitive reactions. A man with such characteristics seeks to resolve the conflict in his favor, in the sense that he wants to show the superiority of his own reasons over the other person's reasons.

Use competition when:

- fast action is needed, eg in a crisis;
- important but unpopular issues must be implemented, for example, tightening discipline;
- ration is absolutely on your side;
- the other party deliberately uses non-competitive tactics to avoid resolving the conflict.

E – Cooperation

High assertiveness and high cooperativeness contribute to the occurrence of cooperation reactions. A man with such characteristics establishes cooperation with a partner in order to achieve his goals. It can therefore be said that he positively uses the conflict situation because he does not reject the other person, but cooperates with him in the name of his own interests.

Use cooperation when:

- it is important to find a common solution, and the compromise is not satisfactory for anyone;
- the case concerns a group of people and it is important to take into account the opinions of other people about a different way problem view;
- the goal is to reach agreement through integration, different views;
- trying to overcome feelings of hostility;
- the aim is to learn objectivity - we verify our own views and try to understand the point of view of others.

SKILL 9 – NEGOTIATION

Test of Thomas-Kilman



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