LEADERSHIP CONFLICT STYLE

FORCING

Aggressive and uncooperative; actions can be seen as “standing up for your rights,” defending a position that you believe is correct.
BEST USED WHEN:

• Quick, decisive action is vital, e.g. emergencies.

• An unpopular action needs implementing, e.g. enforcing unpopular rules, discipline.

DOWNSIDE:

• “Winning at all costs” can result in harm to people.

• It can strain relationships leading to resentment and retaliation.

• It can silence others with potentially valuable input.
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AVOIDING

Choosing not to engage, withdrawing from a conflict situation, postponing for a better time.
BEST USED WHEN:

• An issue is trivial or more important issues are pressing.

• People need to cool down and regain perspective.

• Others can resolve the conflict more effectively.

DOWNSIDE:

• Your input is really needed.

• Avoiding contributes to the problem and prevents it from being resolved.

• It is a passive-aggressive or unproductive “delaying” tactic.
LEADERSHIP CONFLICT STYLE

ACCOMMODATING

Sacrificing your goals for the sake of another person or the greater good.
BEST USED WHEN:

• Satisfying others to maintain cooperation.
• Building social credits for later issues.
• Allowing others to develop by learning from mistakes.

DOWNSIDE:

• The outcome is not acceptable or fair to you.
• People begin to take advantage of you.
Finding solutions so the needs of all parties are met.
BEST USED WHEN:

- There is time to explore creative solutions.
- All perspectives need to be considered.
- Gaining commitment through consensus.

DOWNSIDE:

- You don’t have a lot of time, energy and effort.
- You are diverting or wasting resources.
- There may not be a solution that provides satisfaction for all parties involved.
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COMPROMISING

Balancing the needs of all parties so everyone gets something, but not everything that they want.
BEST USED WHEN:

• Goals are important, but not worth the effort or potential disruption of more assertive styles.

• It’s more important to achieve temporary settlements to complex issues or to arrive at solutions under time pressure.

DOWNSIDE:

• It leads to a lack of trust or the creation of a cynical environment.

• You are viewed as having no firm values.

• You are making concessions to keep people happy without resolving the original conflict.