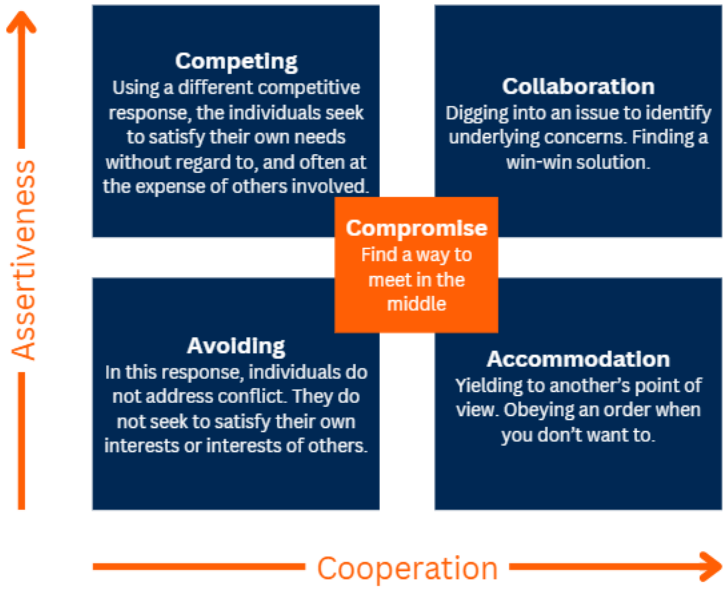
ILLINOIS VALUE PROPOSITION

The Thomas-Killman Conflict Grid (TKI)

Collaborative Mindset | Templates and Tools | Team

The Thomas-Kilmann Conflict Mode Instrument (TKI) is useful in organizational settings when you want to improve conflict management and collaboration by understanding different conflict-handling styles. It can also help individuals understand their own conflict-handling styles and to improve communication and conflict resolution.



In the grid, the **competing** mode is high in assertiveness and low in cooperativeness, representing a win-lose approach to conflict resolution. The **collaborating** mode is high in both assertiveness and cooperativeness, representing a win-win approach.

The **accommodating** mode is medium in both assertiveness and cooperativeness, representing a middle ground approach. The **avoiding** mode is low in both assertiveness and

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cooperativeness, representing a lose-lose approach. The accommodating mode is low in assertiveness and high in cooperativeness, representing a lose-win approach.

You should consider using the TKI in scenarios such as these:

- **Team Dynamics Improvement**. When teams are struggling with communication, cooperation, or trust issues, the TKI can help identify individuals' natural tendencies in conflict situations and guide teams toward more effective collaboration.
- **Addressing Conflict**. When conflict is addressed openly and constructively, it creates opportunities for deeper understanding, stronger relationships, and innovative solutions thereby fostering a culture where collaboration and trust can thrive. This helps lead to a more collaborative team culture and minimizes a passive-aggressive culture.
- **Shifting from Blame to Accountability**. By shifting from blame to accountability, teams cultivate a space for open dialogue and ownership for learning from others. This empowers individuals and the collective team to grow and innovate together while strengthening collective resilience. This approach helps diminish an adversarial culture.
- **Leadership Development**. TKI is valuable in leadership training programs to help leaders understand their own conflict management style and how it affects their interactions with others. This can enhance their ability to mediate disputes and manage conflicts constructively.
- **Performance Improvement**. In situations where unresolved conflicts are affecting productivity or morale, TKI can be used to address underlying issues by providing insights into how employees handle disputes.
- **Change Management**. During organizational changes or restructuring, conflicts often arise due to uncertainty and different perspectives. TKI can help employees understand and navigate these conflicts more effectively.

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- **Team-Building Activities**. To foster better teamwork, especially in diverse or cross-functional teams, TKI can help individuals appreciate the different conflict resolution approaches of their colleagues and promote mutual respect and understanding.

In essence, the TKI is most effective in organizational settings where improved conflict management can lead to better decision making, communication, and overall team performance.

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