

10.4.a Team's Conflict Style Attributes - Decision Quality and Interpersonal Relationships

Competitor Team

Decision Quality: generally less than optimal. Team members stake out and defend positions, often fail to see the value of other positions, explore other alternatives, or modify their own views. Debates are frequently deadlocked, requiring the leader or a group to vote.

Interpersonal Relations: strained/poor. Team often divides into coalitions or voting blocks on key issues with allies and opponents. Team is often seen as dysfunctional. "We have our problems."

Collaborator Team

Decision Quality: generally high especially on novel or unstructured issues. Members identify central concerns, listen to team members' concerns, modify their own understanding, work to find innovative, win-win solutions and make decisions by consensus.

Interpersonal Relations: Good. Successes at finding integrative solutions increase team morale and cohesiveness. "We're a great team."

Compromiser Team

Decision Quality: generally less than optimal. Process of exchanging concessions, assumes issues are win-lose, preventing exploration for win-win solutions.

Interpersonal Relations: Moderate. Successes at finding compromises builds moderate cohesiveness. "We're a pretty good group."

Avoider Team

Decision Quality: generally low. The decision to avoid is acceptable on low priority issues, but significant issues tend to worsen while not being addressed.

Interpersonal Relations: moderate/poor. Members' caution may keep their emotional investment in the group somewhat low, so relations are typically not close, but neither are they strained. "It's an OK group."

Accommodator Team

Decision Quality: generally low, with substantive issues often subordinated to protecting feelings and team cohesiveness. Members often hesitate to express doubts about decisions.

Interpersonal Relations: good. Members often feel like a family or group, with high levels of trust and mutual support. Members often look forward to meetings. "I am close to these people."

Uncooperative

Cooperative

Cooperativeness