

10.4.b Team's Conflict Style Attributes – Goal and Role

Competitor Team

Goal: most convincing argument. Conflicts framed as either/or. Whether or not to do X, whether Y or Z is true. Debates encouraged to see which option hold up best. "Let's see who is right"

Role: arbitrator and referee. Leader may advocate or impose a decision. Forceful leadership needed to keep debates and arguments under control and to break deadlocks

Collaborator Team

Goal: most integrative solution. Conflicts framed in terms of underlying issues and concerns. Discussions encouraged to find solutions that best meet all team members' needs. "Let's figure this out"

Role: facilitator. Leader invites team members to identify key issues and concerns at the heart of a conflict. Helps team problem solve to find creative solutions.

Compromiser Team

Goal: a fair, acceptable settlement. Conflict issues framed as need for a settlement that is workable and doesn't impose unfair costs on any team member. "let's be reasonable."

Role: mediator. Leader gently pressures conflicting team members to make partial concessions leading toward a settlement; to be reasonable for the sake of the team.

Avoider Team

Goal: conserving time and energy. Conflict issues often framed as potential traps or time sinks. Emphasis is on doing only what is necessary and getting back to work: "Let's not get into that."

Role: filter. Leader filters or screens out issues from team meetings that are too time consuming or potentially contentious.

Accommodator Team

Goal: help and harmony. Conflict issues framed in terms of a member's greater needs or a threat to harmony or goodwill within the team. "Let's stay together on this."

Role: supporter and peacemaker. Leader attends to individual concerns, provides emotional support (sympathy and reassurance), and works to maintain harmony and goodwill.

Uncooperative

Cooperative

Cooperativeness