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Title: Comparing the Leading Dimensions Profile (LDP) primary factors with the Thomas-Kilmann Conflict Mode Instrument (I)

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Summary

The Thomas-Kilmann Conflict Mode Instrument (TKI) is a conflict resolution assessment published by CPP, Inc. The TKI framework describes five different modes through which individuals approach conflict, challenge, and problems, derived from two behavioral dimensions: *Assertiveness* and *Cooperativeness*. The five modes include:

- *Competing*
- *Accommodating*
- *Avoiding*
- *Collaborating*
- *Compromising*

These conflict resolution modes were analyzed for statistical correlation with the two primary factors of the Leading Dimensions Profile (LDP): *Achievement Drive* and *Relational Drive*. A sample of 40 participants completed both the TKI and the LDP in October, 2010 as part of this study.

Findings

The following table reveals the correlation between the TKI conflict modes and the LDP's primary factors, where *Achievement Drive* measures the focus and intensity with which an individual approaches common activities as well as long-term goals, and *Relational Drive* describes the manner in which an individual engages emotionally in common circumstances.

Findings (continued)

TKI Conflict Modes	Leading Dimensions Profile (LDP)	
	<i>Achievement Drive</i>	<i>Relational Drive</i>
<i>Competing</i>		-.334*
<i>Accommodating</i>	-.344*	.364*
<i>Avoiding</i>	-.335*	
<i>Collaborating</i>	.333*	
<i>Compromising</i>		

** = Correlation is significant at the 99% confidence level

* = Correlation is significant at the 95% confidence level

^ = Correlation is indicated at the 90% confidence level

Conclusion

The findings suggest:

- The *Achievement Drive* factor exhibited a negative correlation, and the *Relational Drive* factor exhibited a positive correlation, with the TKI's *Accommodating* mode. The *Accommodating* mode suggests a charitable, selfless effort that emphasizes meeting the needs of others rather than one's own. Given this definition and the composition of the *Achievement Drive* factor, the direction of the correlation statistics appears as anticipated. While individuals with higher *Relational Drive* may tend to be more generous and accommodating in resolving conflict, individuals with higher *Achievement Drive* may tend to be less accommodating with others in an effort to reach a quick resolution.
- Not surprisingly, the *Relational Drive* factor exhibited a negative correlation with the TKI's *Competing* mode. Since individuals with higher *Relational Drive* tend to be considerate, open, and motivated to help others, it would be expected that they would be less likely to pursue a competitive approach to resolving conflict. This finding is consistent with facets of the *Competing* mode that emphasize winning.
- The *Achievement Drive* factor exhibited a negative correlation with the TKI's *Avoiding* mode. The *Avoiding* mode tends to mean the individual will withdrawal from a conflict situation, pursuing neither their own agenda, nor another's. The direction of the correlation statistics is anticipated given that individuals scoring higher in *Achievement Drive* may tend to tackle issues, problems, and conflict more boldly, without hesitation (due to an urgent, goal-

oriented approach), whereas individuals scoring lower in *Achievement Drive* may tend to avoid or postpone dealing with conflict as much as possible.

- The *Achievement Drive* factor exhibited a positive correlation with the TKI's *Collaborating* mode. The *Collaborating* mode emphasizes tackling issues head-on and working diligently to find a solution that is mutually acceptable. Thus, the positive correlation with *Achievement Drive* is consistent with the notion that individuals scoring higher on *Achievement Drive* will tend to urgently work toward resolving a problem or issue, rather than avoiding a confrontation with others. In contrast, individuals scoring lower on *Achievement Drive* will tend to avoid the potential difficulties sometimes associated with collaboration.

Application

The LDP presents its primary factors on a 2x2 grid, where *Achievement Drive* is expressed as a continuum on the x-axis and *Relational Drive* is expressed as a continuum on the y-axis. Four "styles" are presented from the interaction of *Achievement Drive* and *Relational Drive*, describing the general approach with which individuals seek to influence or lead others. These styles are derived as follows:

- The Counselor Profile (collaborative Style): Lower *Achievement Drive*, Higher *Relational Drive* (upper left)
- The Coach Profile (adaptive style): Higher *Achievement Drive*, Higher *Relational Drive* (upper right)
- The Director Profile (directive style): Higher *Achievement Drive*, Lower *Relational Drive* (lower right)
- The Advisor Profile (contemplative style): Lower *Achievement Drive*, Lower *Relational Drive* (lower left)

The TKI's conflict resolution modes refer to an individual's preferred or dominant approach to conflict, although individuals will likely use each of the modes at times. Based on the mean scores of each style, it would appear that the LDP profiles/styles may correspond to the TKI modes in the following manner:

- The Counselor Profile (collaborative style) may tend to prefer the *Avoiding* and *Compromising* modes.
- The Coach Profile (adaptive style) may tend to prefer the *Compromising* and *Collaborating* modes.
- The Director Profile (directive style) may tend to prefer the *Compromising* and *Competing* modes.

- The Advisor Profile (contemplative style) may tend to prefer the *Avoiding* and *Compromising* modes.

Given these findings, it would appear that the LDP primary factors may be helpful in identifying an individual's propensity to approach conflict in one manner versus another. While findings do show certain statistical relationships, it is important to note that each of the conflict approaches may be used at one time or another by each of the LDP profiles/styles. The correlation statistics reported herein simply convey potential tendencies, and do not suggest that a given profile/style will use only one particular approach to resolving conflict.

Contact

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