

ID: 20101009

Title: Comparing the Leading Dimensions Profile (LDP) dimensions with the Thomas-Kilmann Conflict Mode Instrument (II)

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Date: December 11, 2010

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. 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) and findings were reported in a previous brief (ID: 20101008). In the current brief, the TKI modes were compared with the ten secondary dimensions of the LDP:

- Achieving Dimensions
 - Work Intensity
 - Assertiveness
 - Uncertainty Avoidance
 - Adaptability
 - Perception
- Relating Dimensions
 - Status Motivation
 - Affiliation
 - Consideration
 - Openness
 - Self-Protection

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 ten dimensions:

LDP Dimensions	TKI Conflict Modes				
	<i>Competing</i>	<i>Accommodating</i>	<i>Avoiding</i>	<i>Collaborating</i>	<i>Compromising</i>
Achieving Dimensions					
<i>Work Intensity</i>					
<i>Assertiveness</i>		-.467**		.329*	
<i>Uncertainty Avoid</i>			.327*		
<i>Adaptability</i>					
<i>Perception</i>			-.353*		
Relating Dimensions					
<i>Status Motivation</i>					
<i>Affiliation</i>					
<i>Consideration</i>	-.440**	.453**			
<i>Openness</i>		.371*			
<i>Self-Protection</i>				-.356*	

** = 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 *Assertiveness* dimension is defined as the level of confidence in approaching one's work and in asserting opinions. This dimension shows a negative correlation with TKI's *Accommodating* mode, which is described in part as a lack of assertiveness in one's approach. The *Assertiveness* dimension indicated a positive correlation with TKI's *Collaborating* mode, which is described by the interaction of both assertive and cooperative behaviors.
- The *Uncertainty Avoidance* dimension is defined as a propensity to take risks in making decisions or taking actions in uncertain situations. This dimension indicated a positive correlation with the TKI's *Avoiding* mode, which is consistent with expectations that individuals scoring high on *Uncertainty Avoidance* may tend to avoid or postpone giving a response to conflict.

- The *Perception* dimension is defined as the extent to which one relies on intuition and experience (versus methodical analysis) in making decisions. Based on the correlation statistic presented, it appears that individuals scoring lower in *Perception* are more apt to avoid or postpone dealing with conflict. This may be due in part to the propensity for individuals with higher *Perception* scores to go with their gut in framing their response, while lower scoring individuals may tend to take time to carefully analyze the situation prior to their response.
- The *Consideration* dimension is defined as the awareness and propensity to contemplate others' feelings and needs. This dimension reflected a negative correlation with TKI's *Competing* mode, indicating the likelihood that highly considerate individuals may not seek to compete with others as their primary response to conflict. The *Consideration* dimension also indicated a positive correlation with the *Accommodating* mode, which is anticipated given the *Accommodating* mode's emphasis on yielding one's own interests to others in order to bring about a resolution to conflict.
- Similarly, the *Openness* dimension indicated a positive correlation with the *Accommodating* mode. This is not surprising, given the definition of the *Openness* definition as the desire to learn and share personal information with coworkers or strangers. Certainly, a degree of *Openness* would be expected in order to identify and meet the needs of others.
- The *Self-Protection* dimension is defined as the level of trust in the intentions or reliability of others. Given this definition, and the emphasis placed on working together to resolve conflict by the *Collaborating* mode, it is not surprising that the negative correlation was reported. Individuals scoring lower in *Self-Protection* may tend to collaborate more readily with others, rather than avoiding conflict or forcing a resolution.

Application

The data analysis revealed a number of statistical relationships between the TKI's conflict resolution modes and the LDP dimensions which support the LDP's primary factors: *Achievement Drive* and *Relational Drive*. The TKI's modes refer to an individual's preferred or dominant approach to conflict, although individuals will likely use each of the modes at times.

Given these findings, it would appear that the LDP primary factors and supporting dimensions 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. Both the LDP and the TKI can be used reliably to help individuals identify and respond to sources of conflict. Further, individuals skilled at identifying conflict modes can more readily adjust their own approach and encourage greater effectiveness in dealing with conflict wherever it occurs.

Contact

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