In 1974, researchers Kenneth Thomas and Ralph Kilmann developed the first conflict styles model. The model is an analytical framework we can use to better understand and manage conflict, and it continues to be the most widely used model out there. The table below provides a brief overview of the model.

Competing	• My concerns are fully satisfied • Your concerns are not satisfied	High	Low	• Persuade • Instruct • Boundary set • Flip a coin • Elect • Debate • Win • Honk • Order • Defend • Argue • Legal action • Get even
Accommodating	• My concerns are not satisfied • Your concerns are fully satisfied	Low	High	• Apologize • Favour • Sacrifice • Obey • Lip service
Avoiding	• Both my concerns and your concerns are not satisfied	Low	Low	• Ignore • Distract

Please note all conflict styles have a time and a place. That said, there are some examples of conflict styles that should be used sparingly and only under certain conditions (eg. arguing), and others that are never appropriate (eg. getting even).

To learn more about conflict styles, register for Conflict Coaching or Exploring Conflict Styles.

To learn more about the collaborative approach, check out Conflict Management 101.