<table>
<thead>
<tr>
<th>CONFLICT STYLES</th>
<th>BEST USED WHEN</th>
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| **ACCOMMODATING** | • Satisfying others to maintain cooperation.  
• Allowing a better position to be heard, to learn, and to show your reasonableness.  
• Building social credits for later issues.  
• Minimizing loss when you are out-matched and losing.  
• Maintaining harmony and stability.  
• Allowing subordinates to develop by learning from mistakes. |
| The ACCOMMODATOR is unassertive and cooperative; the opposite of a Forcer; actions can be considered selfless, generous, charitable, or yielding. |
| **AVOIDING** | • An issue is trivial or more important issues are pressing.  
• You have no chance of satisfying your concerns.  
• Resolution is more important than confrontation.  
• People need to cool down and regain perspective.  
• Gathering information supersedes immediate decision.  
• Others can resolve the conflict more effectively.  
• Issue is tangential or symptomatic of other issues. |
| The AVOIDER is unassertive and uncooperative; does not address the conflict; actions can be seen as diplomatically sidestepping an issue, postponing until a better time, or withdrawing from a threatening situation. |
| **FORCING** | • Quick, decisive action is vital, e.g. emergencies.  
• An unpopular action needs implementing, e.g., cost cutting, enforcing unpopular rules, discipline.  
• Action is needed on a vital issue and you know you are right. |
| The FORCER is aggressive and uncooperative; actions can be seen as “standing up for your rights,” defending a position that you believe is correct, or simply trying to win. |
| **COMPROMISING** | • Goals are important, but not worth the effort or potential disruption of more assertive modes.  
• Opponents with equal power are committed to mutually exclusive goals.  
• It’s more important to achieve temporary settlements to complex issues or to arrive at expedient solutions under time pressure.  
• You need a backup when collaboration or competition is unsuccessful. |
| The COMPROMISER is somewhat assertive and cooperative; falls between forcers and accommodators; actions can be seen as splitting the difference, exchanging concessions, or seeking a quick middle-ground position. |
| **COLLABORATING** | • Finding an integrative solution when concerns are too important to be compromised.  
• Merging insights from people with different perspectives.  
• Gaining commitment through consensus.  
• Working through feelings that have interfered with a relationship. |
| The COLLABORATOR is both assertive and cooperative; opposite of Avoider; actions can be seen as trying to find a creative solution to a problem. |