

## Choose Your Style Carefully – A Time for Every Style

<p><b>Directing (Competing)</b> <b>High Assertiveness/Low Social Energy</b> Useful when a commander is needed. Can limit the growth of others.</p>	
<p>Use it when:</p> <ul style="list-style-type: none"> <li>• Quick action must be taken</li> <li>• Unpopular decisions must be made</li> <li>• Vital issues must be handled</li> <li>• Protecting self-interests</li> </ul>	<p>Skills needed:</p> <ul style="list-style-type: none"> <li>• Arguing or debating</li> <li>• Using rank or influence</li> <li>• Asserting your opinions and feelings</li> <li>• Standing your ground</li> <li>• Stating your position clearly</li> </ul>
<p><b>Avoiding</b> <b>Low Assertiveness/Low Social Energy</b> Often used out of fear of conflict or lack of confidence in conflict management skills.</p>	
<p>Use it when:</p> <ul style="list-style-type: none"> <li>• Issues are of low importance</li> <li>• You need to reduce tensions</li> <li>• You need to buy some time</li> <li>• You are in a position of lower power</li> </ul>	<p>Skills needed:</p> <ul style="list-style-type: none"> <li>• Ability to withdraw</li> <li>• Ability to sidestep issues</li> <li>• Ability to leave things unresolved</li> <li>• Sense of timing</li> </ul>
<p><b>Harmonizing (Accommodating)</b> <b>Low Assertiveness/High Social Energy</b> Can be problematic when one uses the mode to “keep a tally” or to be a martyr without communicating desired reciprocation.</p>	
<p>Use it when:</p> <ul style="list-style-type: none"> <li>• Showing reasonableness</li> <li>• Developing performance</li> <li>• Creating good will</li> <li>• Keeping peace</li> <li>• Issue or outcome is of low importance to you</li> </ul>	<p>Skills needed:</p> <ul style="list-style-type: none"> <li>• Forgetting your desires</li> <li>• Selflessness</li> <li>• Ability to yield to others</li> <li>• Obeying orders</li> </ul>
<p><b>Compromising</b> <b>Moderate Assertiveness/Moderate Social Energy</b> Some people define compromise as “giving up more than you want,” while others see compromise as both parties winning.</p>	
<p>Use it when:</p> <ul style="list-style-type: none"> <li>• Dealing with issues of moderate importance</li> <li>• You have equal power status</li> <li>• You have a strong commitment for resolution</li> </ul>	<p>Skills needed:</p> <ul style="list-style-type: none"> <li>• Negotiating</li> <li>• Finding a middle ground</li> <li>• Assessing value</li> <li>• Making concessions</li> </ul>
<p><b>Cooperating (Collaborating)</b> <b>High Assertiveness/High Social Energy</b> A creative solution to the conflict that would not have been generated by a single individual. Some would say it is always the best mode to use, but it takes a great deal of time and energy.</p>	
<p>Use it when:</p> <ul style="list-style-type: none"> <li>• It is important to the people who are constructing an integrative solution</li> <li>• Issues are too important to compromise</li> <li>• Merging perspectives</li> <li>• Gaining commitment</li> <li>• Improving relationships</li> <li>• Learning</li> </ul>	<p>Skills needed:</p> <ul style="list-style-type: none"> <li>• Active listening</li> <li>• Non-threatening confrontation</li> <li>• Identifying concerns</li> <li>• Analyzing input</li> </ul>