

# WEBINAR 1

## Managing Conflict in Teams: Introducing the TKI Team Report

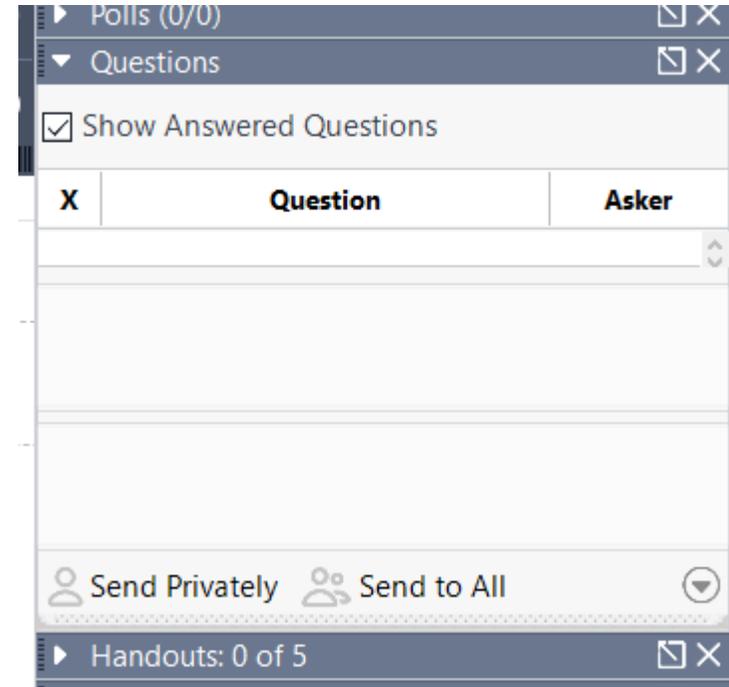
Presented by: Kenneth W. Thomas,  
Ralph H. Kilmann & Gail Fann Thomas

October 4, 2022



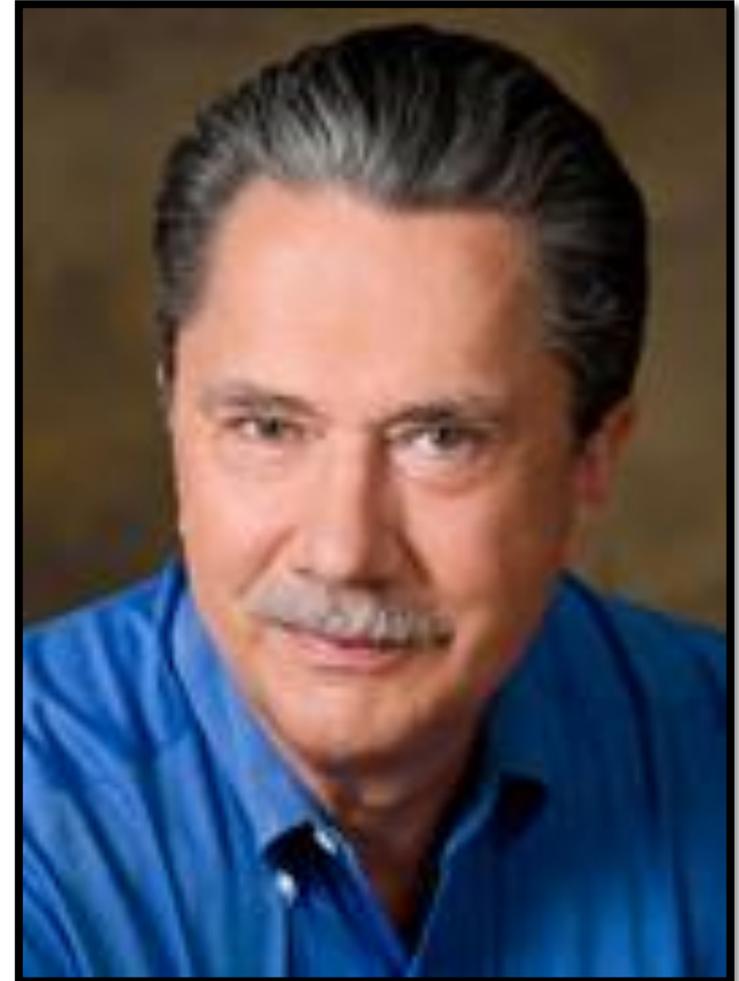
# Before we get started

- Webinar is being recorded
- Slides will be sent out, along with resources
- Submit questions at any time using the questions box
- Use the questions box for comments



# Kenneth W. Thomas, PhD

- Co-author of the TKI Profile and Interpretive Report and TKI Team Report
- Author of the TKI Introduction to Conflict Booklet, The Power Base Inventory, Stress Resiliency Profile, & Work Engagement Profile, TMBC; also author of Intrinsic Motivation at Work, Barrett Kohler
- PhD Purdue University
- Faculty member at Temple University, University of Pittsburgh, and Naval Postgraduate School
- Writing and research focuses on conflict management, meaning, and purpose at work
- Located in Monterey, CA



# Ralph H. Kilmann, PhD

- Co-author of the TKI Profile and Interpretive Report and TKI Team Report
- CEO and Senior Consultant at Kilmann Diagnostics (KD)
- PhD in behavioral sciences UCLA, BS in graphic arts management
- George H. Love Professorship of Organization and Management at Katz School of Business, University of Pittsburgh
- Published more than 20 books and 100 articles
- Internationally recognized authority on systems change
- Located in Newport Beach, CA



# Gail Fann Thomas, EdD

- Educator, author, consultant, executive coach
- EdD in business education at Arizona State University
- Taught graduate management and executive education at the Naval Postgraduate School in Monterey, CA for more than 30 years
- Specializes in communication, building collaborative capacity, conflict management, and team development
- Published more than 60 articles, chapters and technical reports
- Located in Monterey, CA



# Poll

## What's your experience with using the TKI assessment tool?

- A. I use the TKI predominantly with individuals
- B. I use the TKI with individuals AND teams
- C. I use the TKI infrequently
- D. I have never used the TKI

### Thomas-Kilmann Conflict Mode Instrument

PROFILE AND INTERPRETIVE REPORT



Kenneth W. Thomas and Ralph H. Kilmann

Report prepared for

**PAT  
SAMPLE**

March 2, 2010

Interpreted by

Jane Trainer  
Acme, Inc.



CPI, Inc. | 800-624-1765 | www.cpi.com

Thomas-Kilmann Conflict Mode Instrument Profile and Interpretive Report Copyright 2001, 2007 by CPI, Inc. All rights reserved. The TKI logo and the CPI logo are trademarks or registered trademarks of CPI, Inc., in the United States and other countries.



If you are working with teams, what types of teams you are working with?



# AGENDA

1. What motivated us to create the TKI Team Report?
2. What is the TKI Team Report?
3. How do you administer the TKI Team Report?





Teams are  
everywhere!

# Teams and conflict management



# Teams and conflict management

- **Definition of conflict:** Conflict occurs when people's concerns, or the things they care about, appear to be incompatible.
- Well managed team conflict can improve innovation, increase engagement, and boost performance.
- Poorly managed team conflict can decrease morale and create delays.



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We need to focus on cost!

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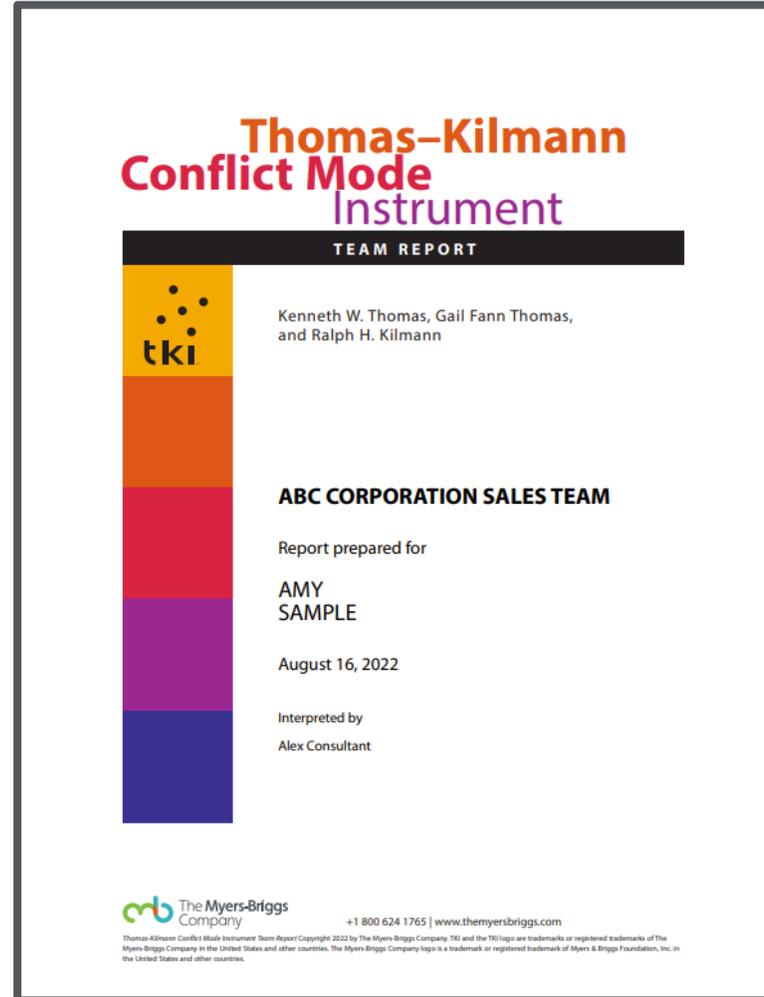


# What can be done to promote good conflict management?

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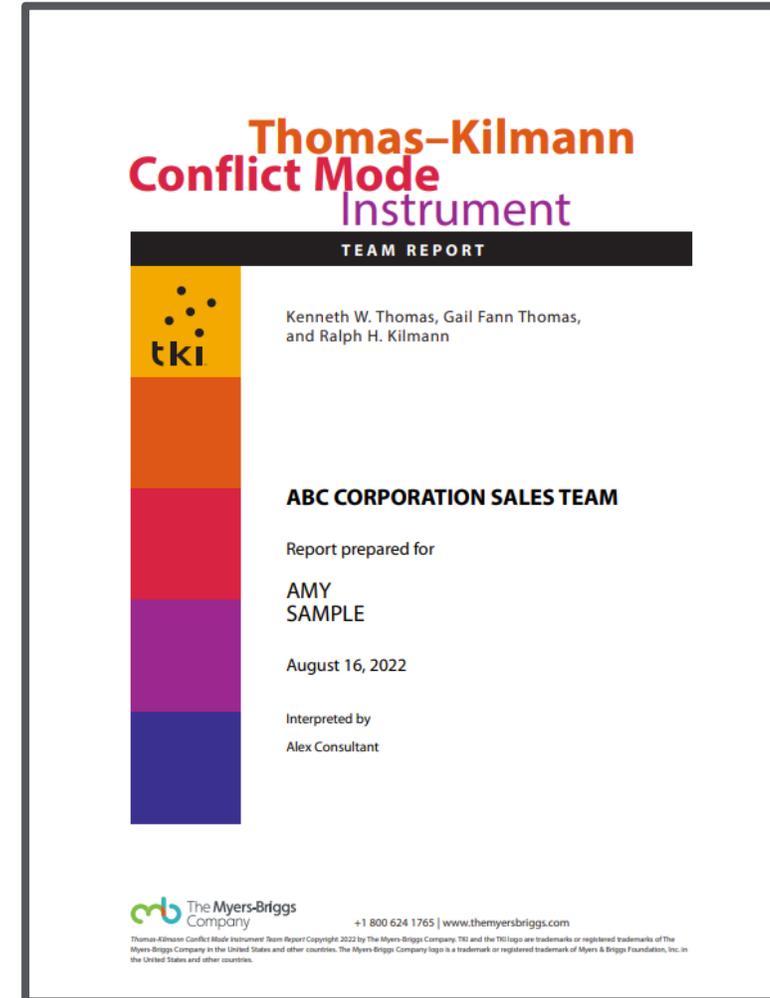
- Learn your preferred approach to conflict.
- Discover how others on your team prefer to handle conflict.
- Have team discussions about the best way to handle conflict given the current situation.
- Offer training and education to develop effective conflict – handling.
- Avoid high cost of ineffective conflict that results in poor morale, retention issues , interpersonal tensions, lawsuits.

# Why Create a TKI Team Report?



# Why Create a TKI Team Report?

- Saves practitioners time – no need to manually create a team report
- Provides specific advice for the team based on their conflict-handling profile



# Recommended Applications for the TKI Team Report



# Recommended Applications for the TKI Team Report



- **Help an existing teams improve its team dynamics and performance**
  - Usually a reactive intervention because the team is aware that it's struggling with some issue/challenge (but not deep dysfunction)
  - Could be a proactive intervention if there's some major change in the team (e.g. new leader coming on)
- **Help a new team ramp up**
  - Intervene in a proactive manner to establish good conflict-handling skills and establish healthy norms
- **Support leadership development**
  - Typically, as part of a formal program/curriculum, but could also be part of individual coaching and development
  - The TKI assessment is often used alongside other tools (e.g. MBTI, FIRO B, or Lencioni's Five Dysfunctions)



# When is it best to use the TKI Individual Profile & Interpretive Report versus the TKI Team Report?

TKI Profile & Interpretive Report

TKI Team Report

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## TKI Profile & Interpretive Report

- Best for use with individuals who want to improve their conflict-handling skills across all social situations and work settings
- Effective for university classes or general corporate training sessions

## TKI Team Report

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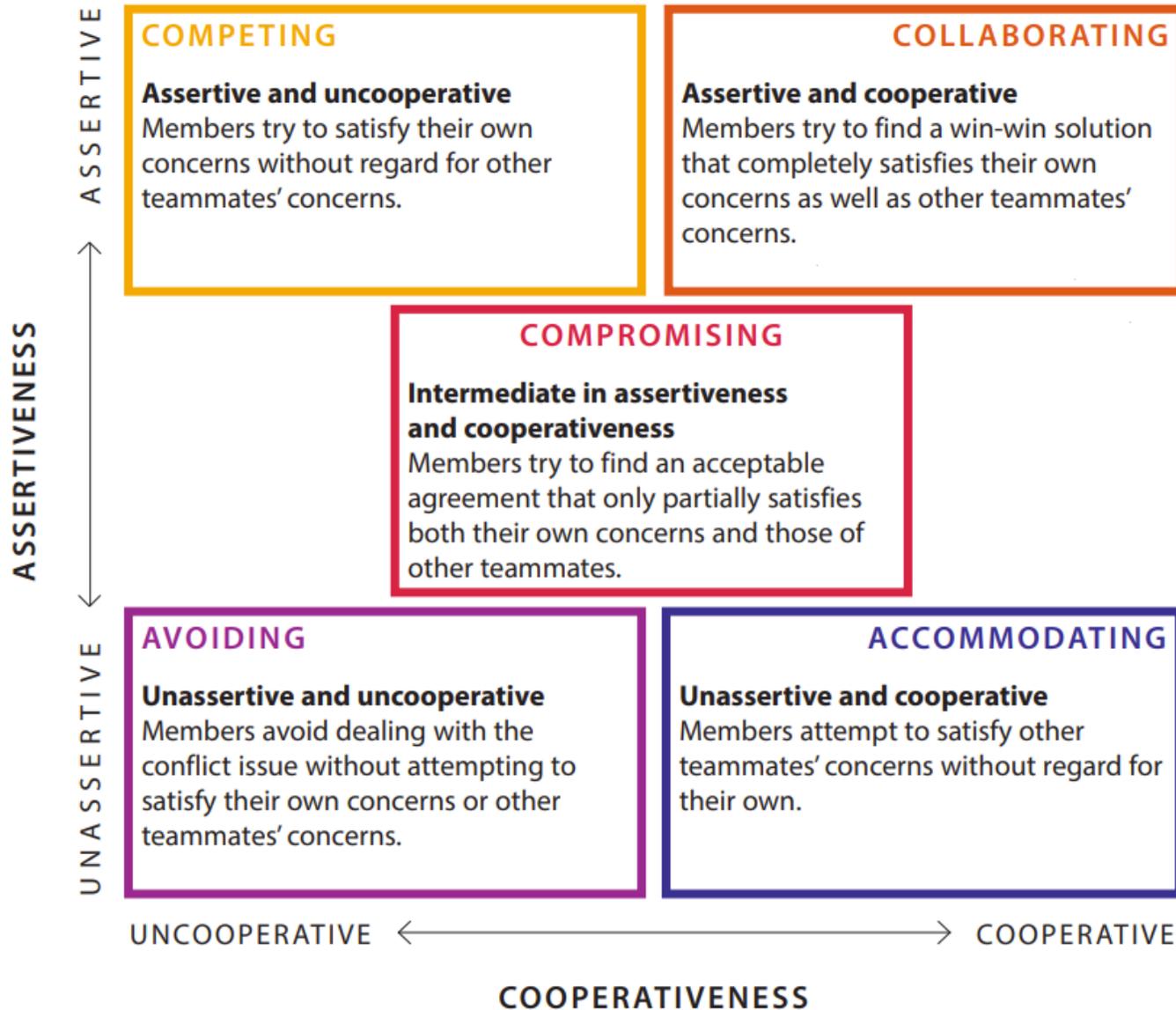
## TKI Team Report

- Best when working with teams or groups that interact with one another around a common goal
- Designed for 2 or more people within a team or group – consider subgroups if number of people is greater than 15
- Helps a team improve its functioning and thus its performance

## AGENDA

1. What motivated us to create the TKI Team Report?
2. What is the TKI Team Report?
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## THE FIVE CONFLICT-HANDLING MODES



# The Thomas-Kilmann Conflict-Handling Model

## Focus on Teams

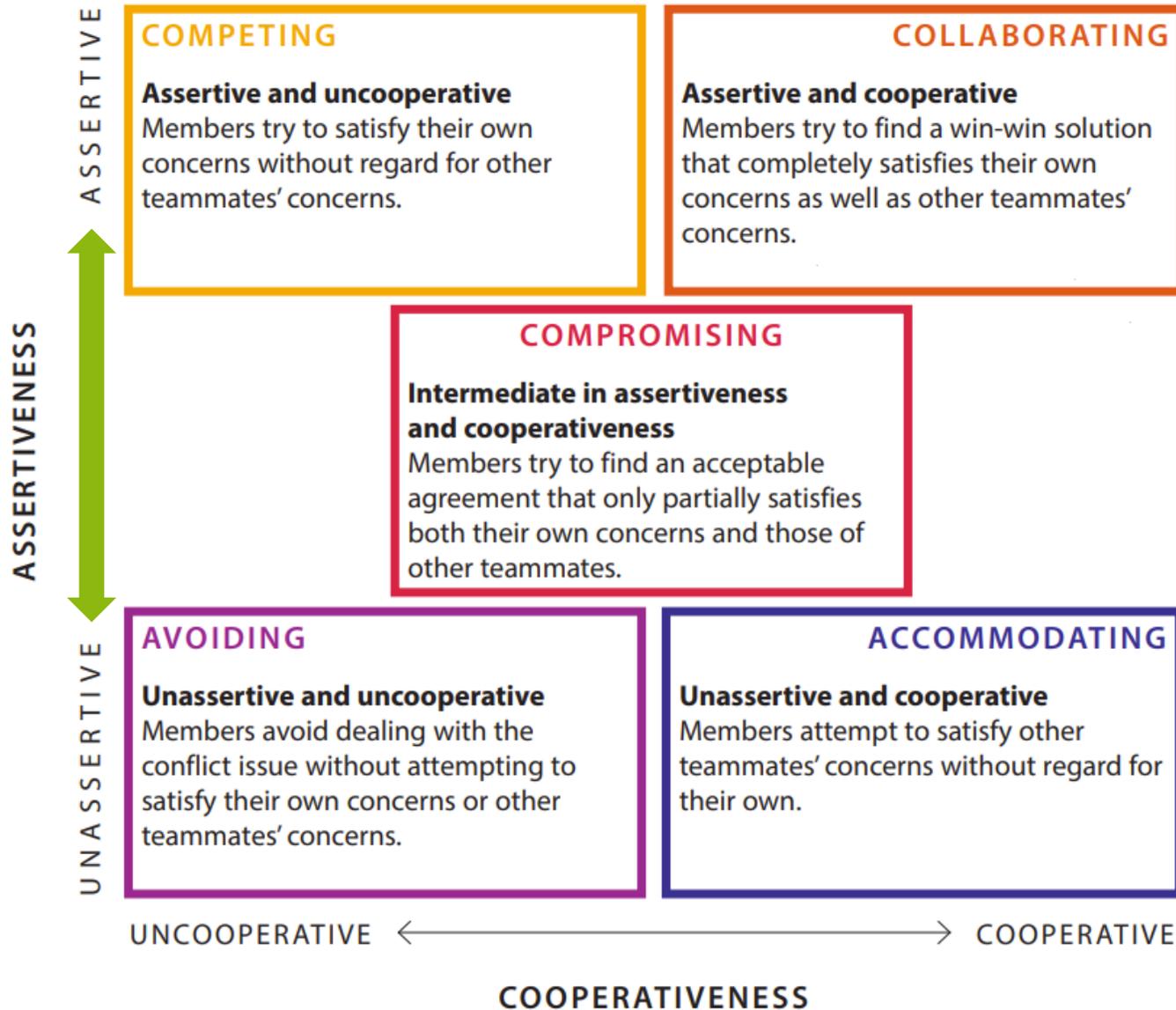
The TKI Team Report uses the familiar, well-researched, Thomas-Kilmann Conflict model

BUT, now focuses on the interactions within a group of people

# The Thomas-Kilmann Conflict-Handling Model

## Focus on Teams

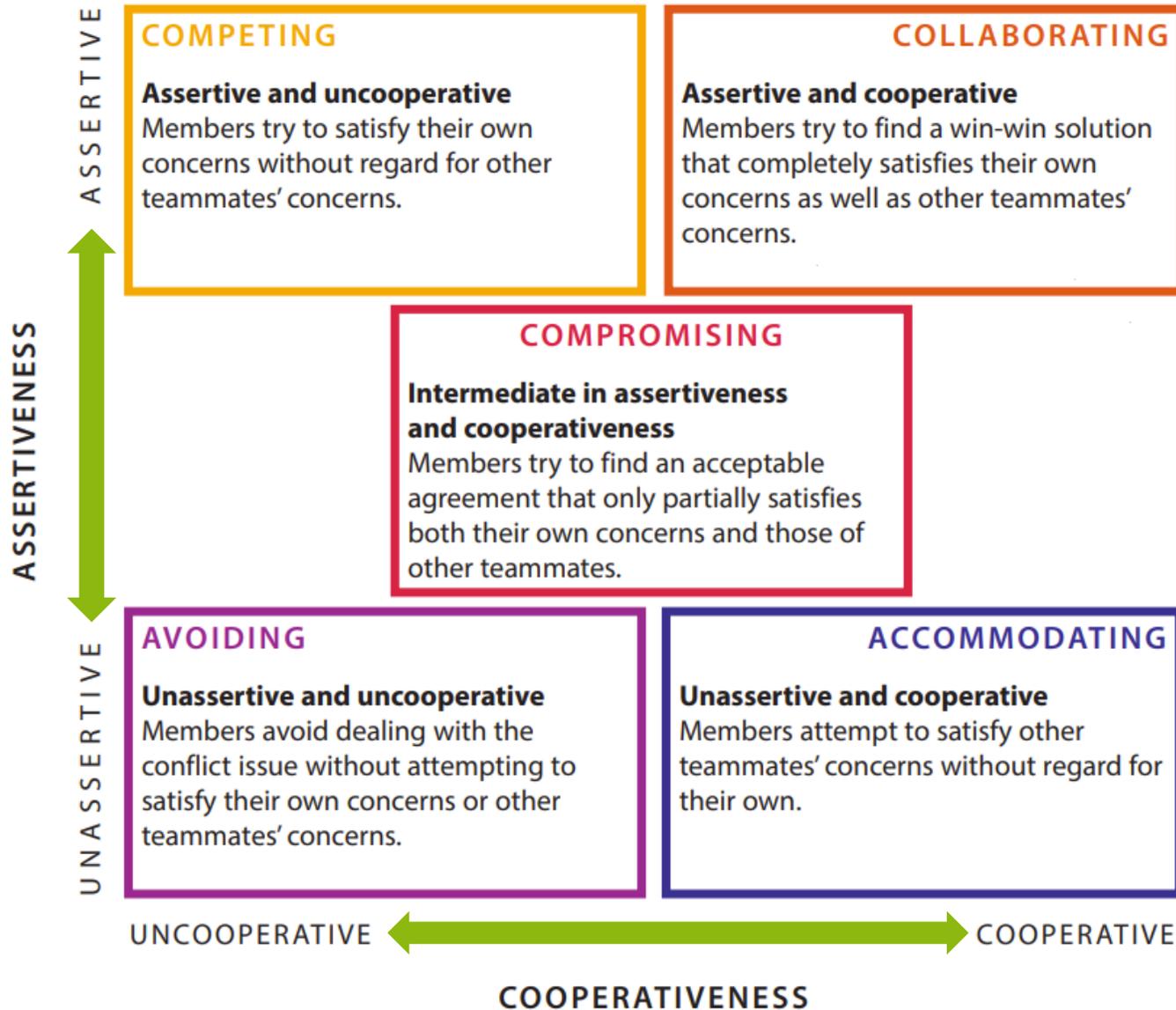
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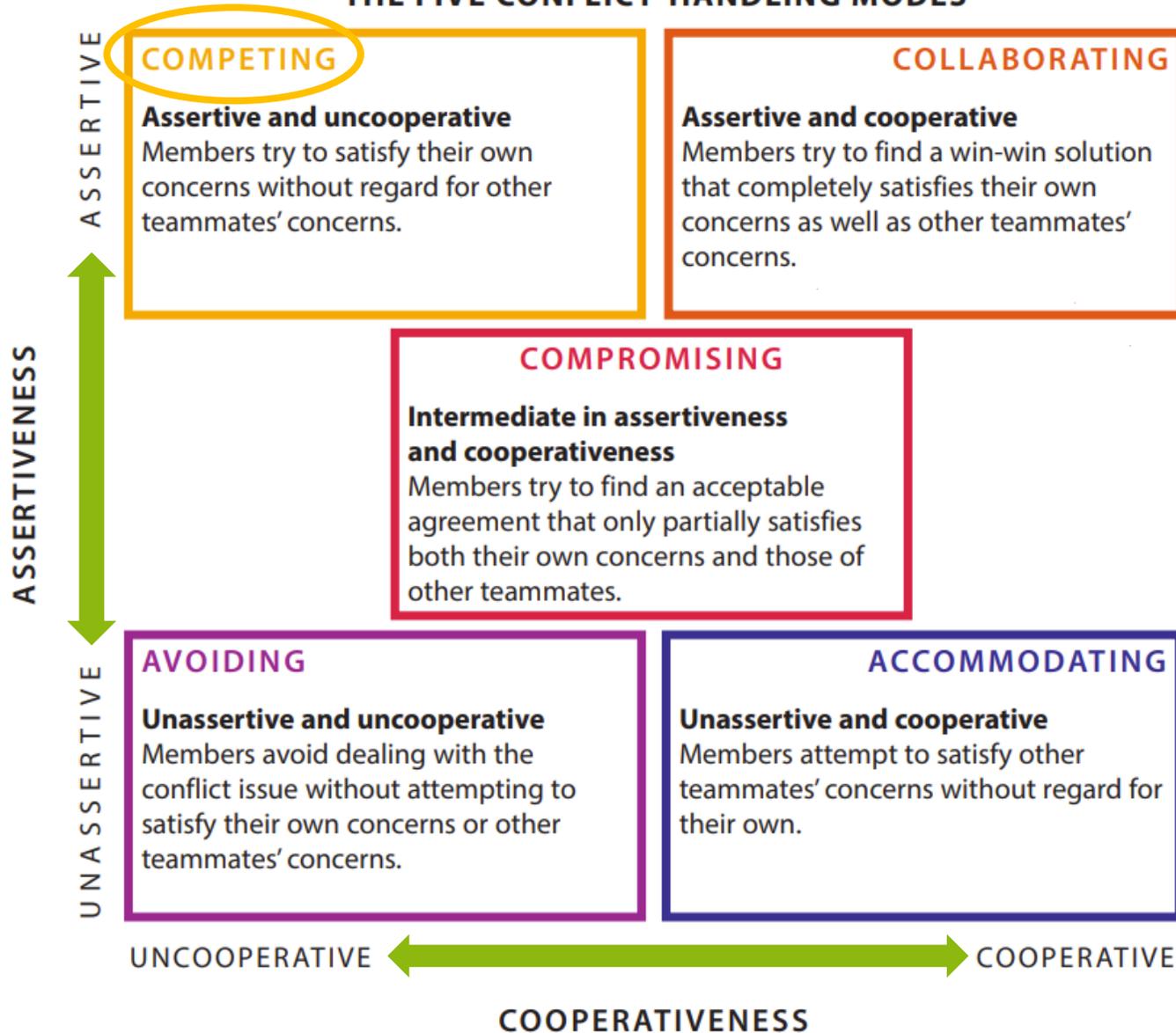


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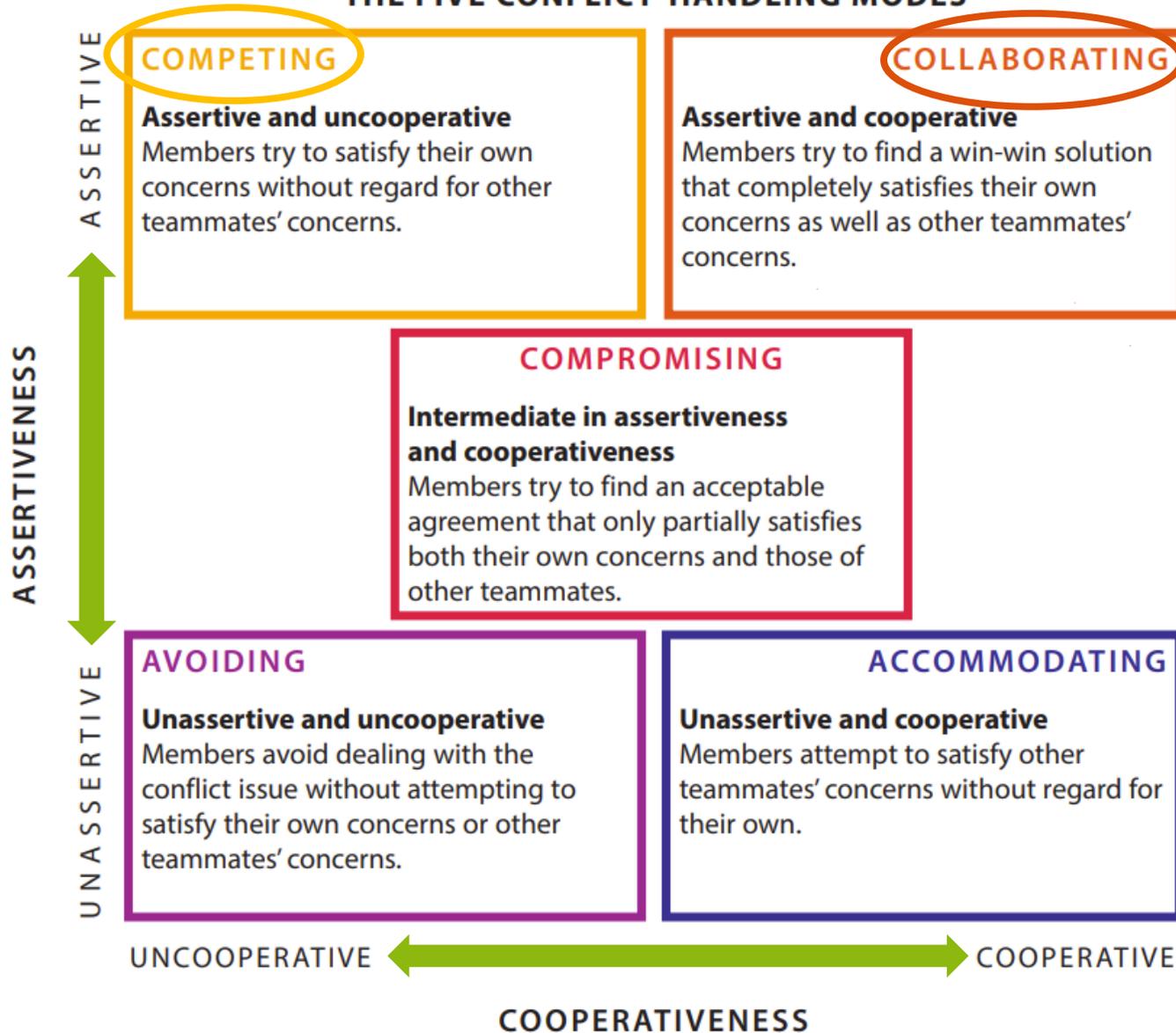
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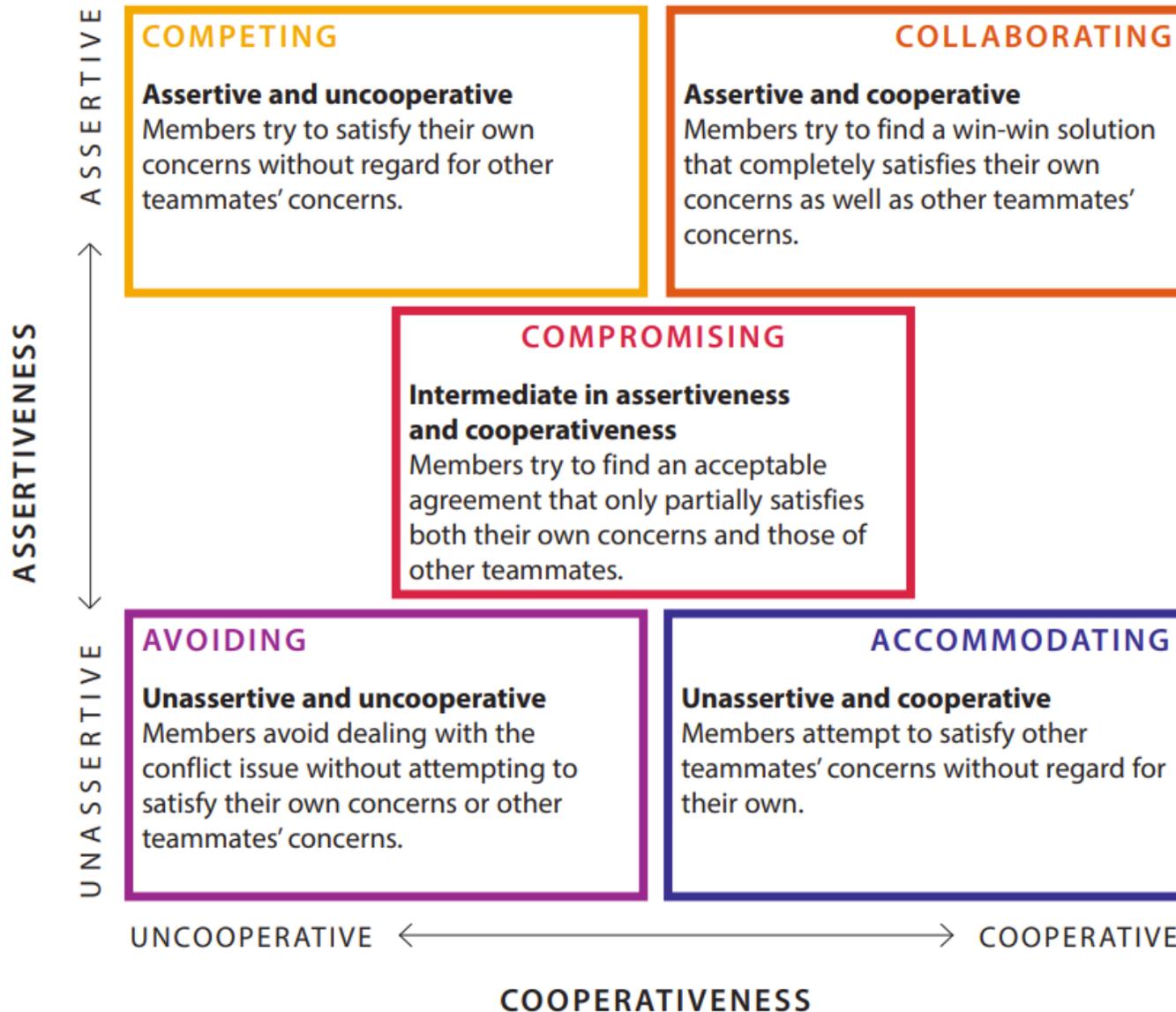
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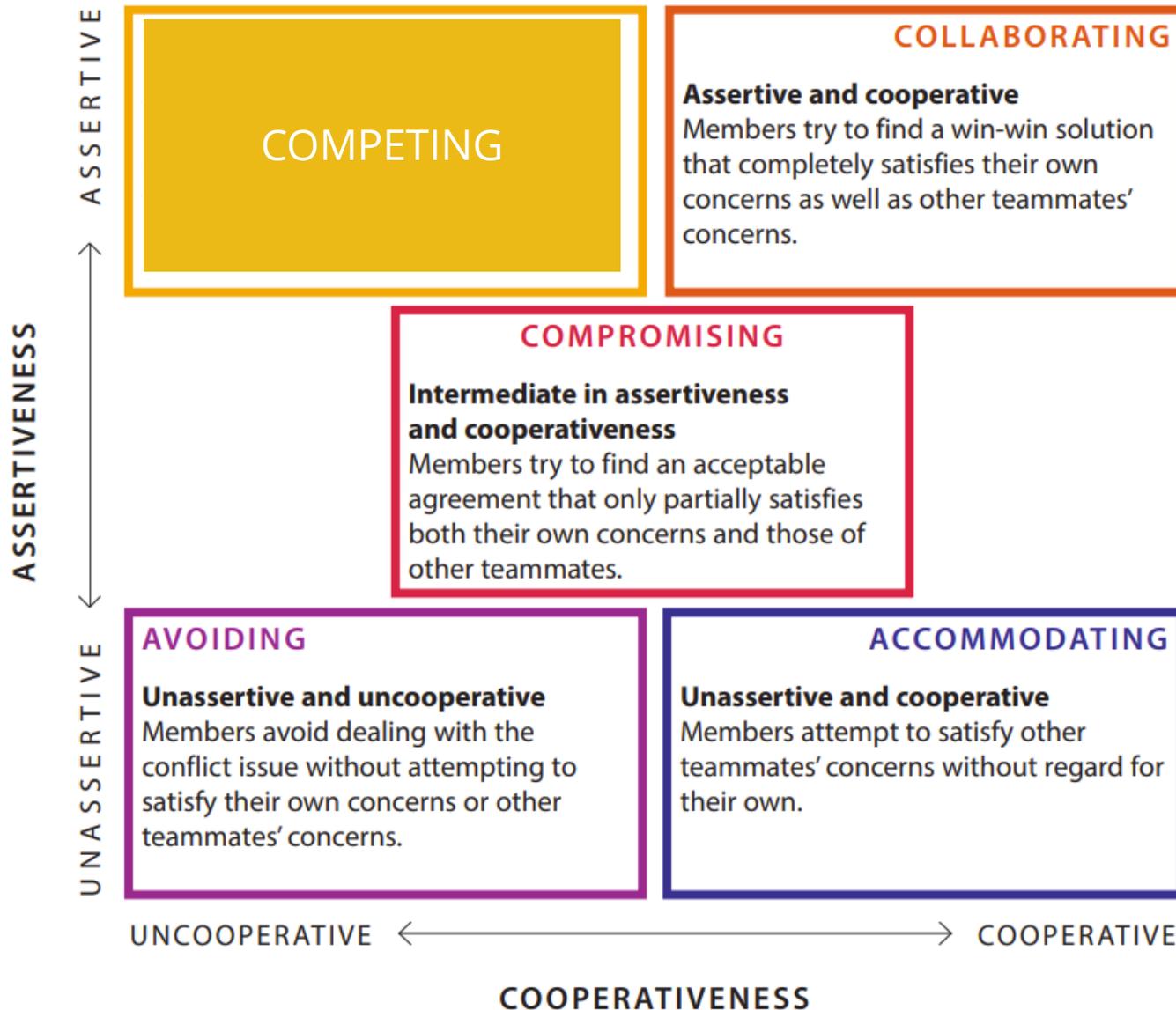
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## Discover a team's conflict-handling patterns

How might the leader who overuses competing encourage more collaboration and less accommodation among the team members?

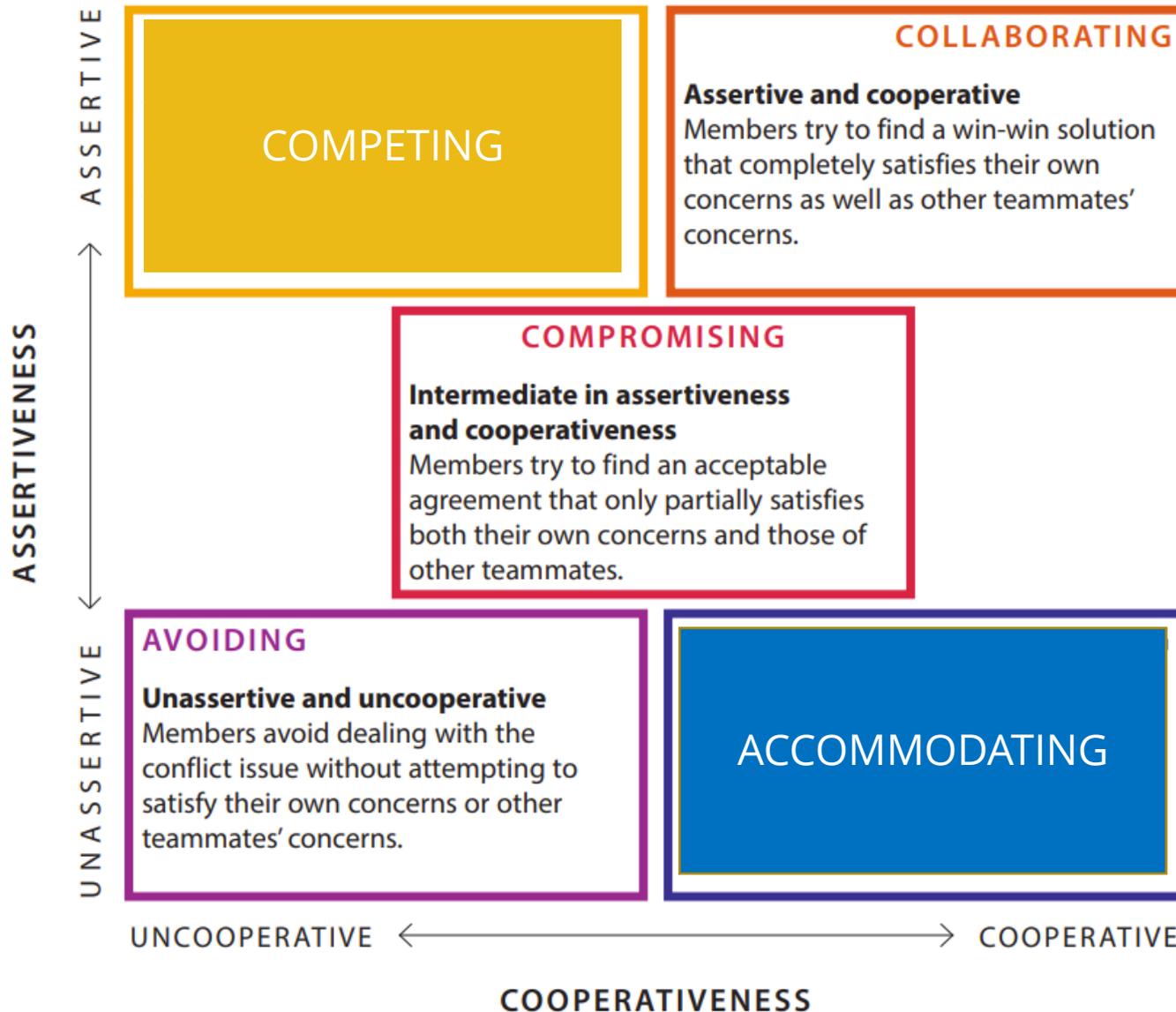
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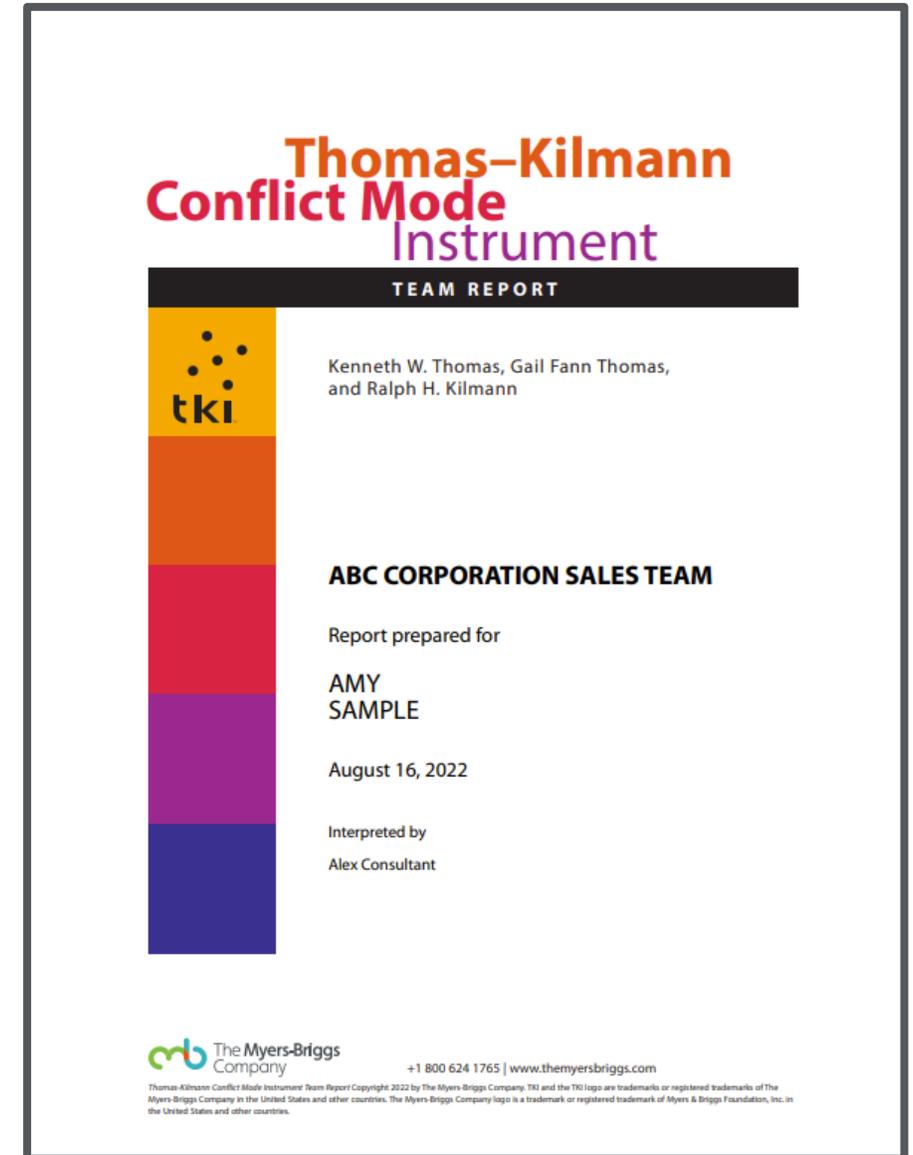


## Discover a team's conflict-handling patterns

How might the leader who overuses competing encourage more collaboration and less accommodation among the team members?

# Sections of the TKI Team Report

- The Thomas-Kilmann Conflict Model
- The TKI Team Profile
- The TKI Team Tendencies
- Challenges and Remedies
- The TKI Individual Profile
- All Members' TKI Individual Results (only included in the TKI Facilitator's Report)



# The TKI Team Profile

- Each team member completes a TKI assessment that is then compiled to create a TKI team profile
- The TKI team profile shows the number of team members who score high, medium, and low for each of the five conflict-handling modes

## NUMBER OF TEAM MEMBERS SCORING IN THE HIGH, MEDIUM, AND LOW RANGES FOR EACH CONFLICT MODE

### COMPETING

Tendency to use mode	Number of team members
High	1
Medium	4
Low	2

### COLLABORATING

Tendency to use mode	Number of team members
High	2
Medium	3
Low	2

### COMPROMISING

Tendency to use mode	Number of team members
High	0
Medium	4
Low	3

### AVOIDING

Tendency to use mode	Number of team members
High	4
Medium	1
Low	2

### ACCOMMODATING

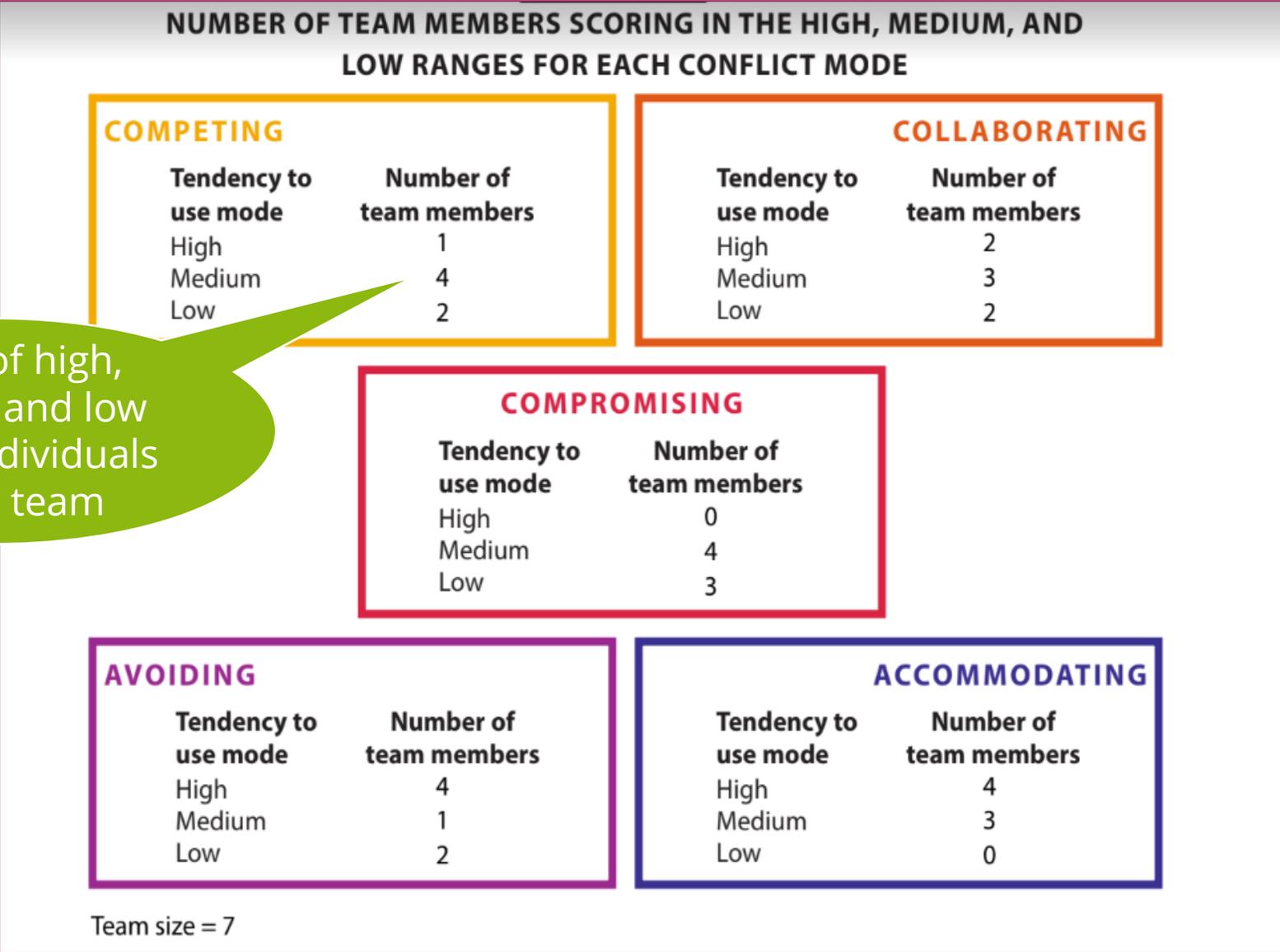
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Team size = 7

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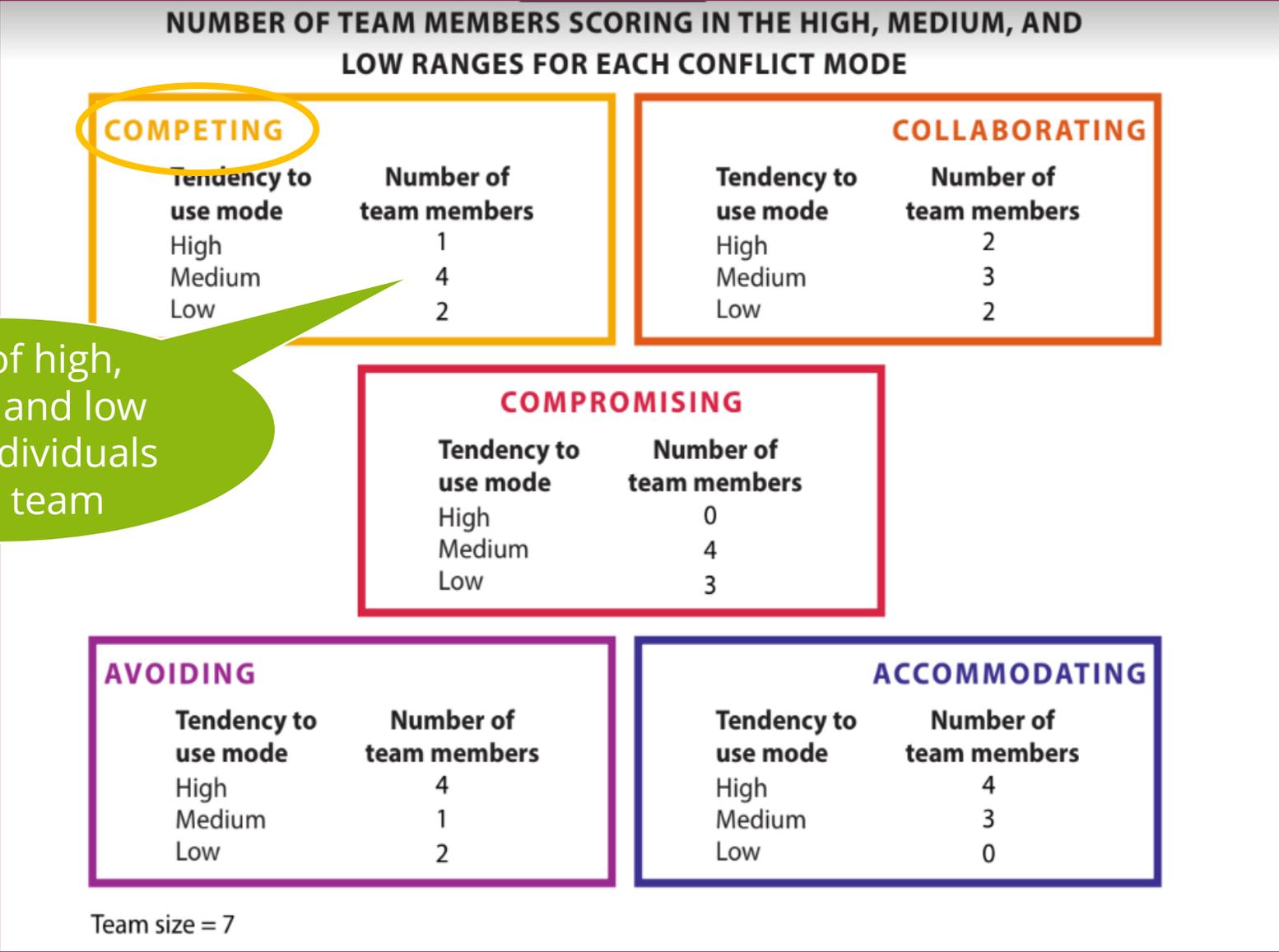
Count of high, medium and low for the individuals on the team



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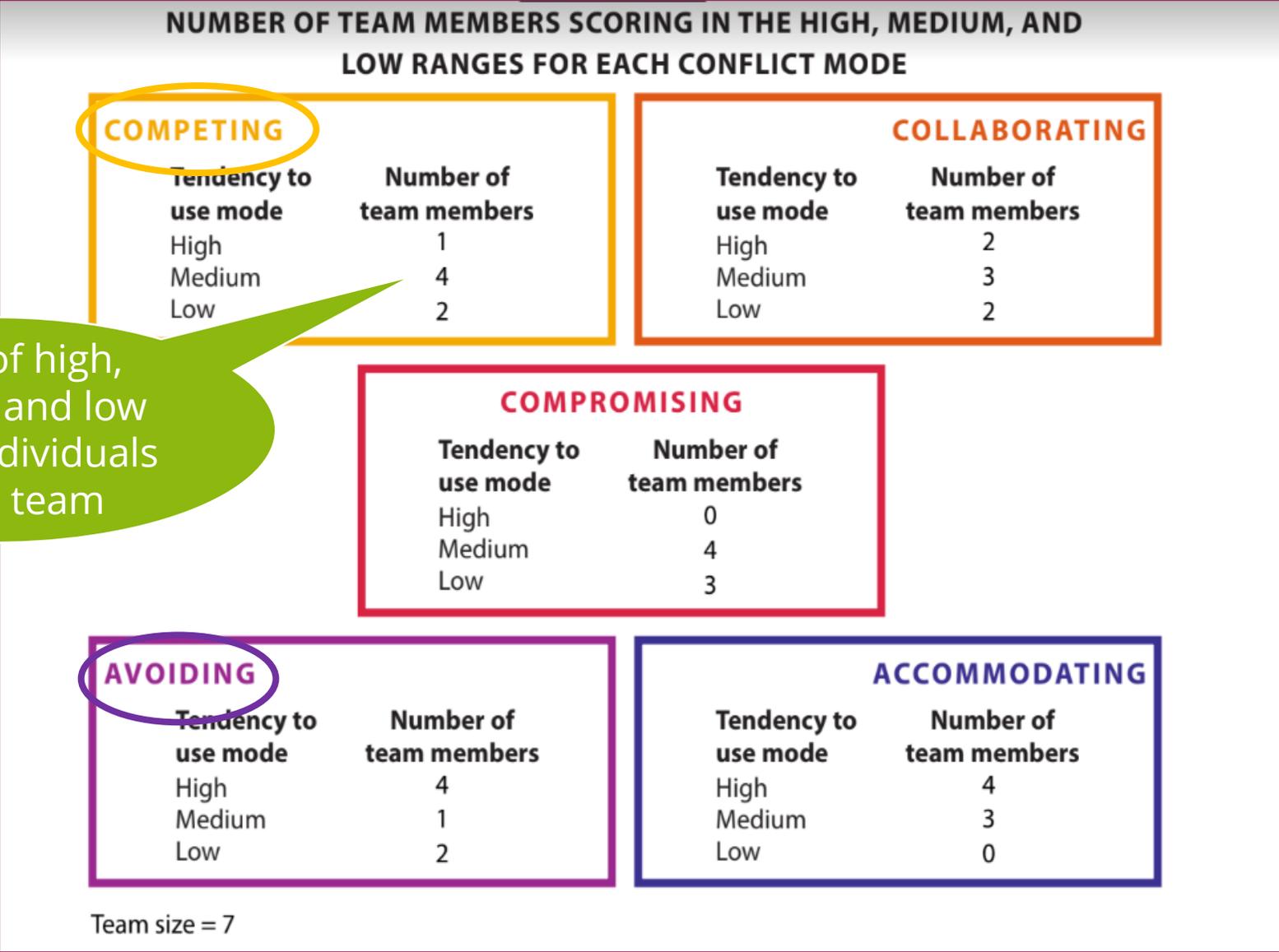
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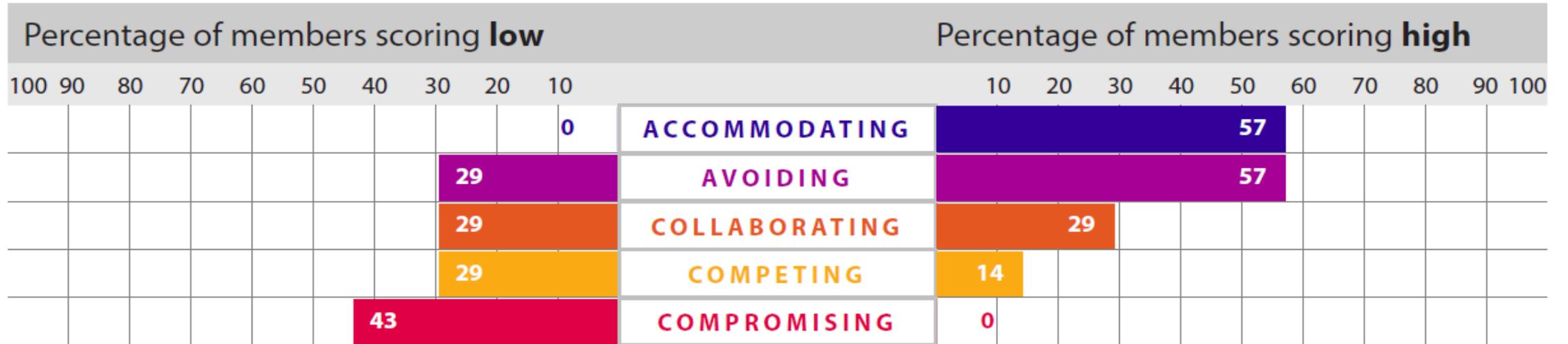
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# The TKI Team Tendencies

The TKI scores are converted to percentages of team members who scored high and low on each mode to portray the team's conflict-handling tendencies

**TEAM CONFLICT MODES, WITH PERCENTAGE OF TEAM MEMBERS SCORING HIGH AND LOW FOR EACH MODE**

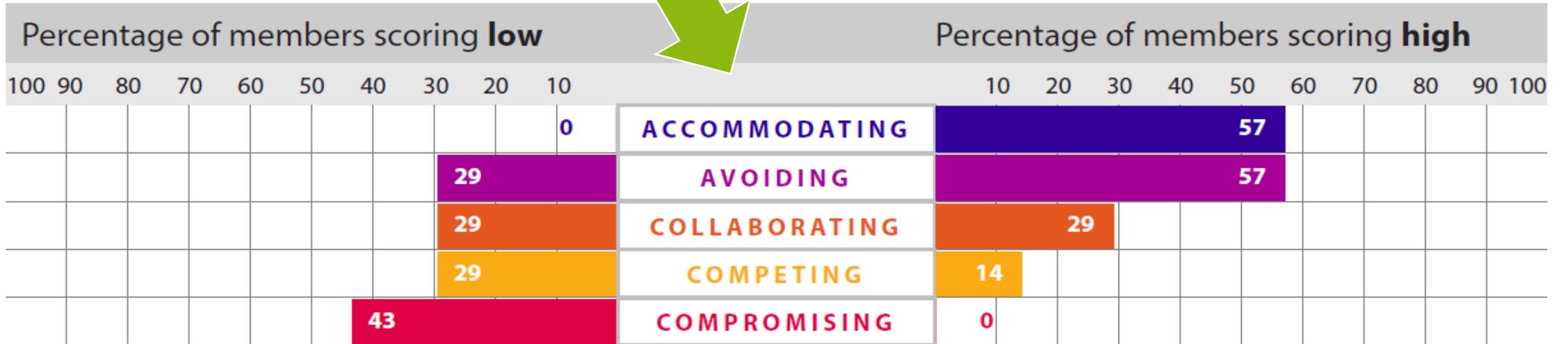


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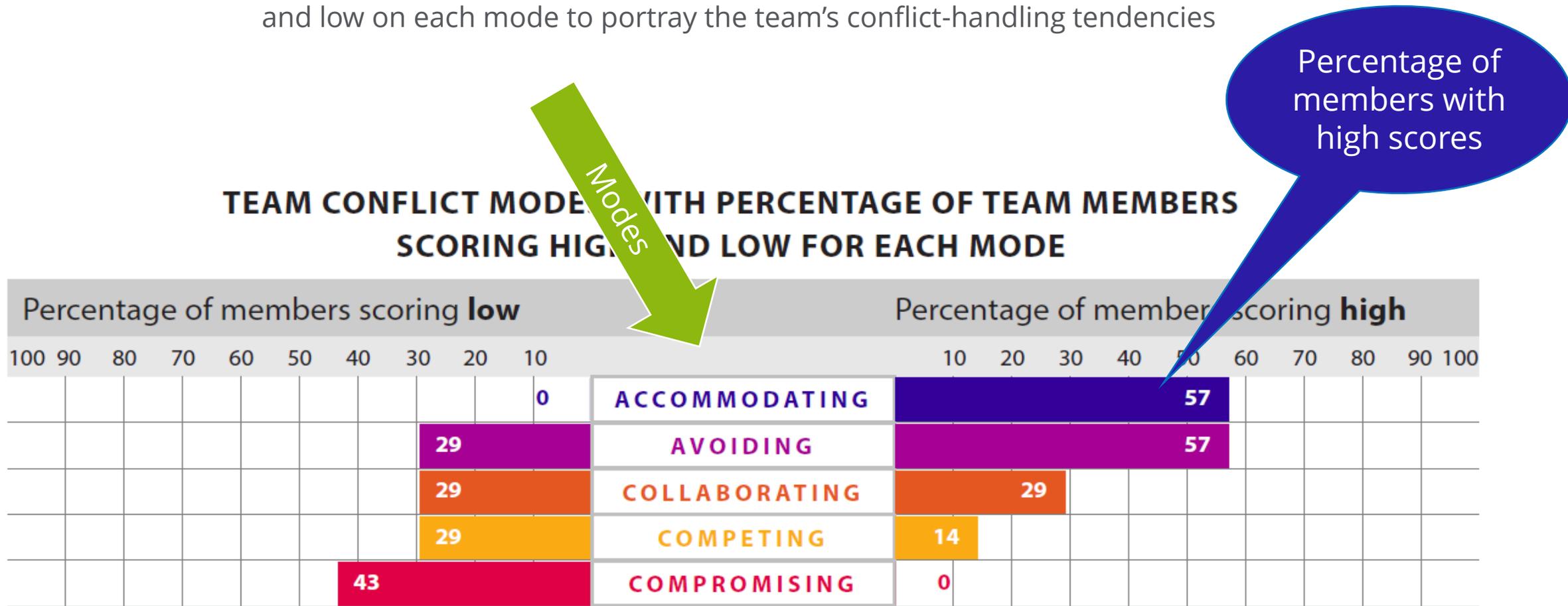
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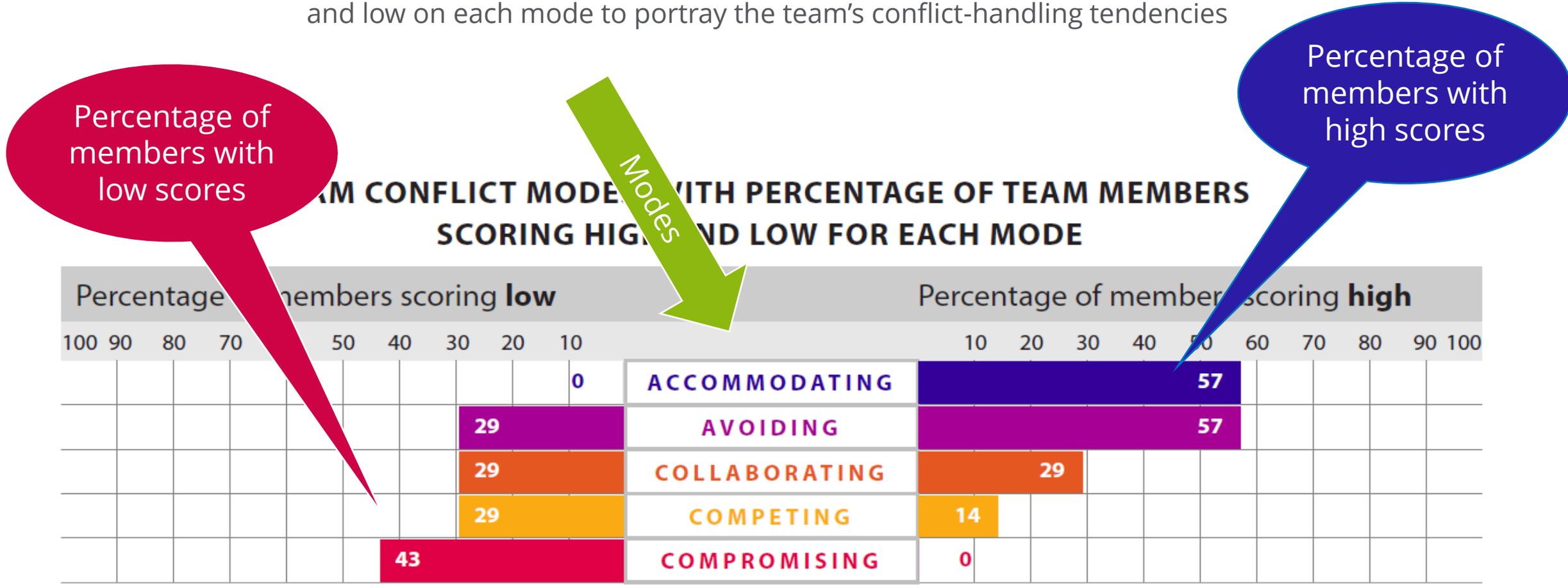
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# Challenges and Remedies

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- For highest-scoring mode
- For lowest-scoring mode



# Challenges and Remedies

- For interpersonal relationships
- For decision making
- For highest-scoring mode
- For lowest-scoring mode



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## CHALLENGE

## REMEDY

**Tolerating negative behavior.** Out of a desire not to be rude or inconsiderate, members may put up with behaviors from one or more team members that damage relationships within the team. For example, team members may accept one or more members' being late to meetings, engaging in sarcasm or domineering behavior, or not listening to other team members.

**Offer feedback and coaching.** Take responsibility for coaching or giving constructive feedback to other team members after meetings. "Would you like some constructive feedback?" "Here is another way to handle that."

**Unvoiced resentments.** Members who make concessions out of kindness or politeness may come to feel that they are

**Emphasize appreciation and equity.** Public and private acts of appreciation are especially important in teams scoring highest



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Example for a high-accommodating team

Interpersonal relationships

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Possible challenge for high-accommodating

Remedy for overuse of accommodating

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# The TKI Individual Profile

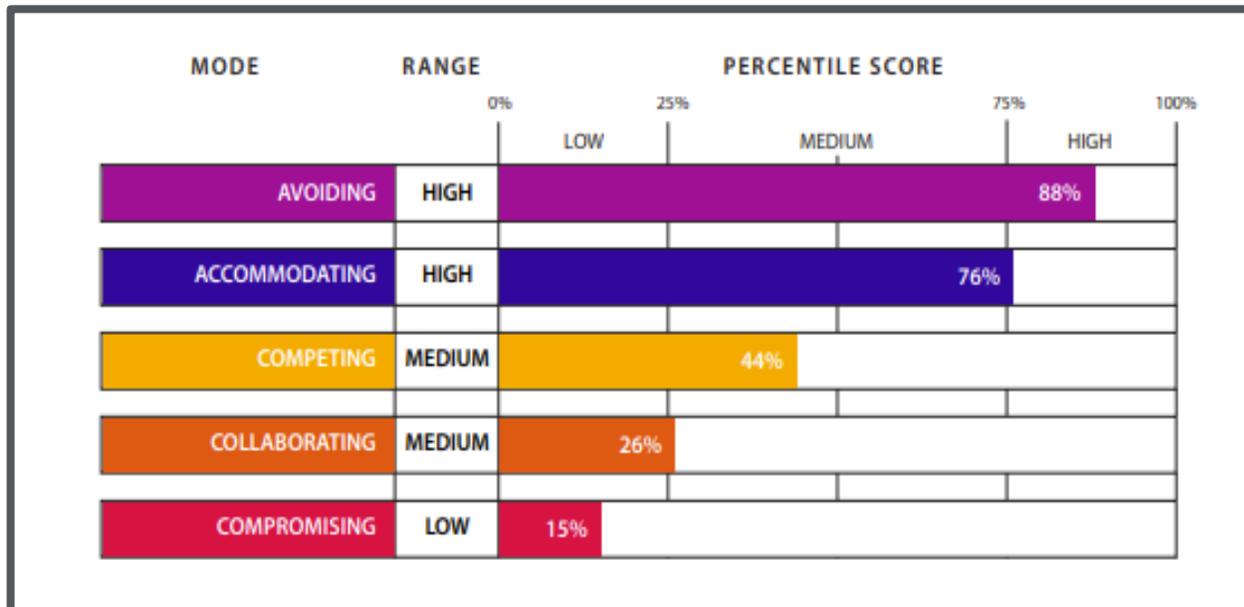
# The TKI Individual Profile

- The TKI Team Report includes the focal member's individual TKI scores for the five conflict modes.
- The individual's highest and lowest scoring conflict-handling modes are compared to the team's highest and lowest-scoring modes.
- Challenges and remedies are then provided to help the individual improve their conflict-handling behavior in their team

	Highest Mode	Lowest Mode
You	AVOIDING	COMPROMISING
Your Team	ACCOMMODATING	COMPROMISING

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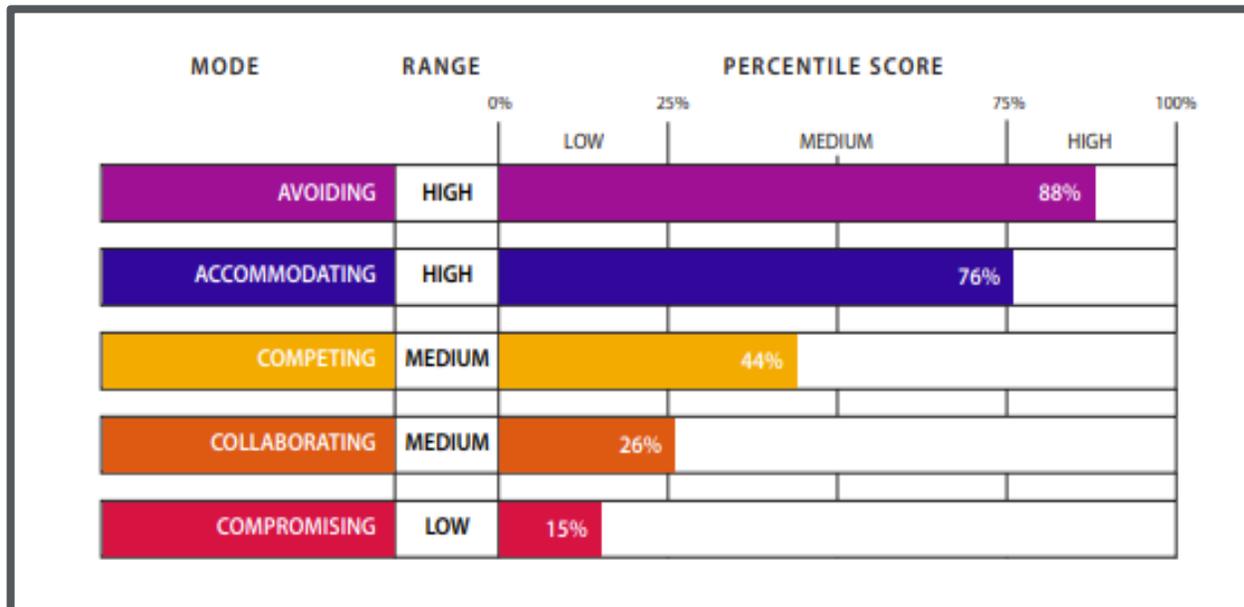
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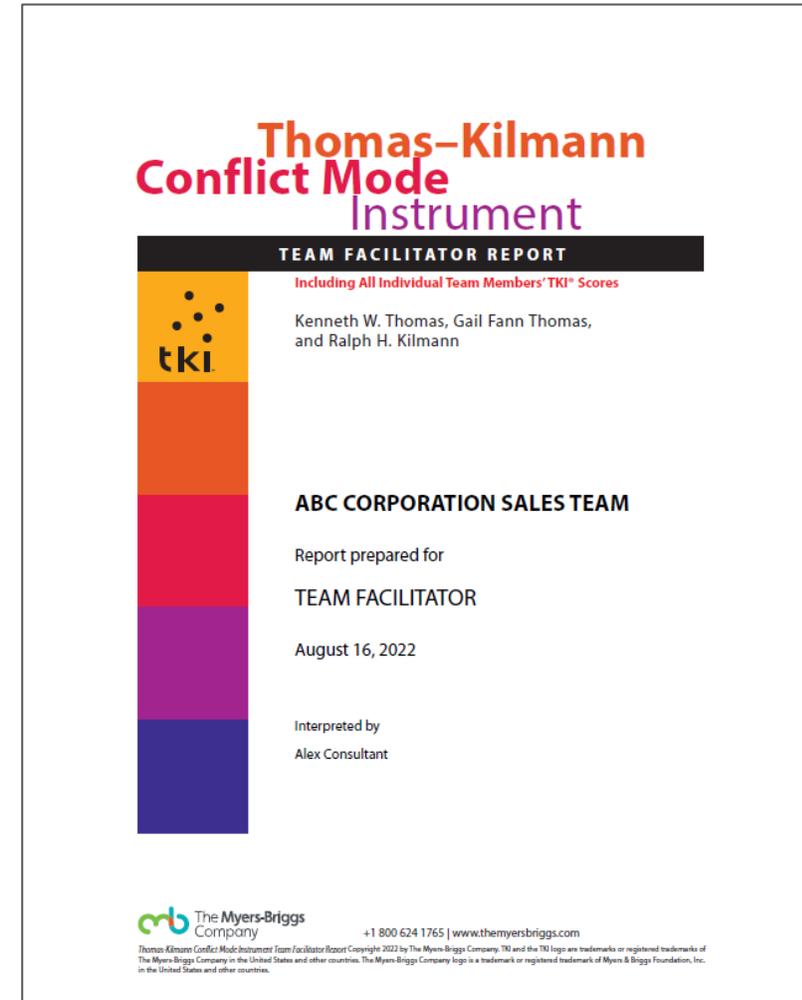
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	Highest Mode	Lowest Mode
<b>You</b>	AVOIDING	COMPROMISING
<b>Your Team</b>	ACCOMMODATING	COMPROMISING

# Facilitator Report

- There is also a Facilitator Report generated for the team.
- It is the Team Component of the report
- Includes a “Sample Individual Section” – NOT one of the team members
- Has one additional piece of information.....



# All Members' TKI Individual Results

*(only included in the TKI Facilitator's Report)*

## MEMBERS' PERCENTILE RANGE FOR EACH MODE

Team size = 7

H = high; M = medium; L = low

Member	Competing	Collaborating	Compromising	Avoiding	Accommodating
Beau, F.	M	M	L	H	H
Bernstein-Hankelman, V.	M	L	M	H	H
Langenheimer, C.	L	H	M	M	M
Muñoz, P.	M	H	M	L	M
Nakamura, J.	L	M	L	H	H
Smith, B.	M	L	L	H	H
Wyar, K.	H	M	M	L	M

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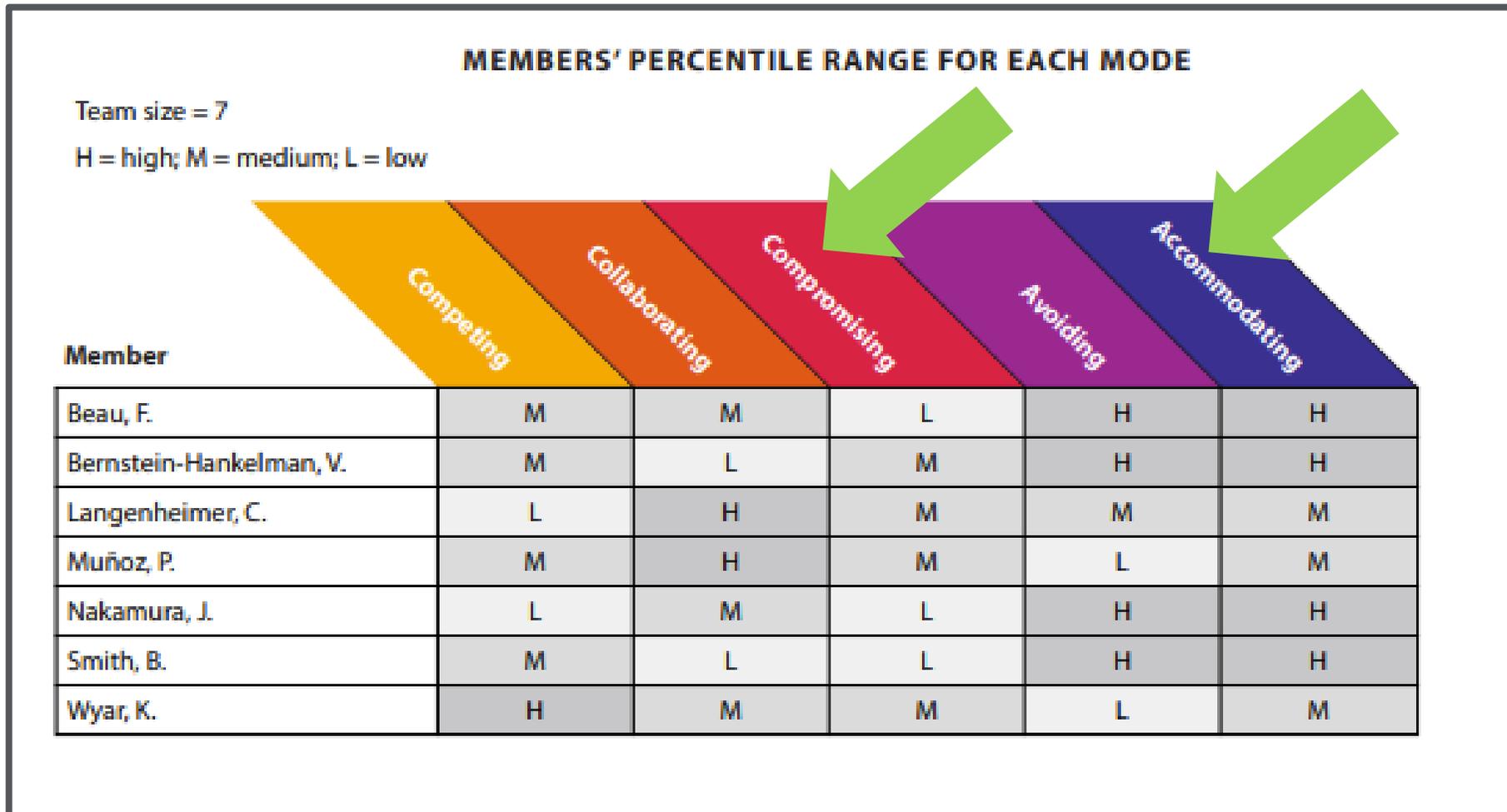
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Langenheimer, C.	L	H	M	M	M
Muñoz, P.	M	H	M	L	M
Nakamura, J.	L	M	L	H	H
Smith, B.	M	L	L	H	H
Wyar, K.	H	M	M	L	M

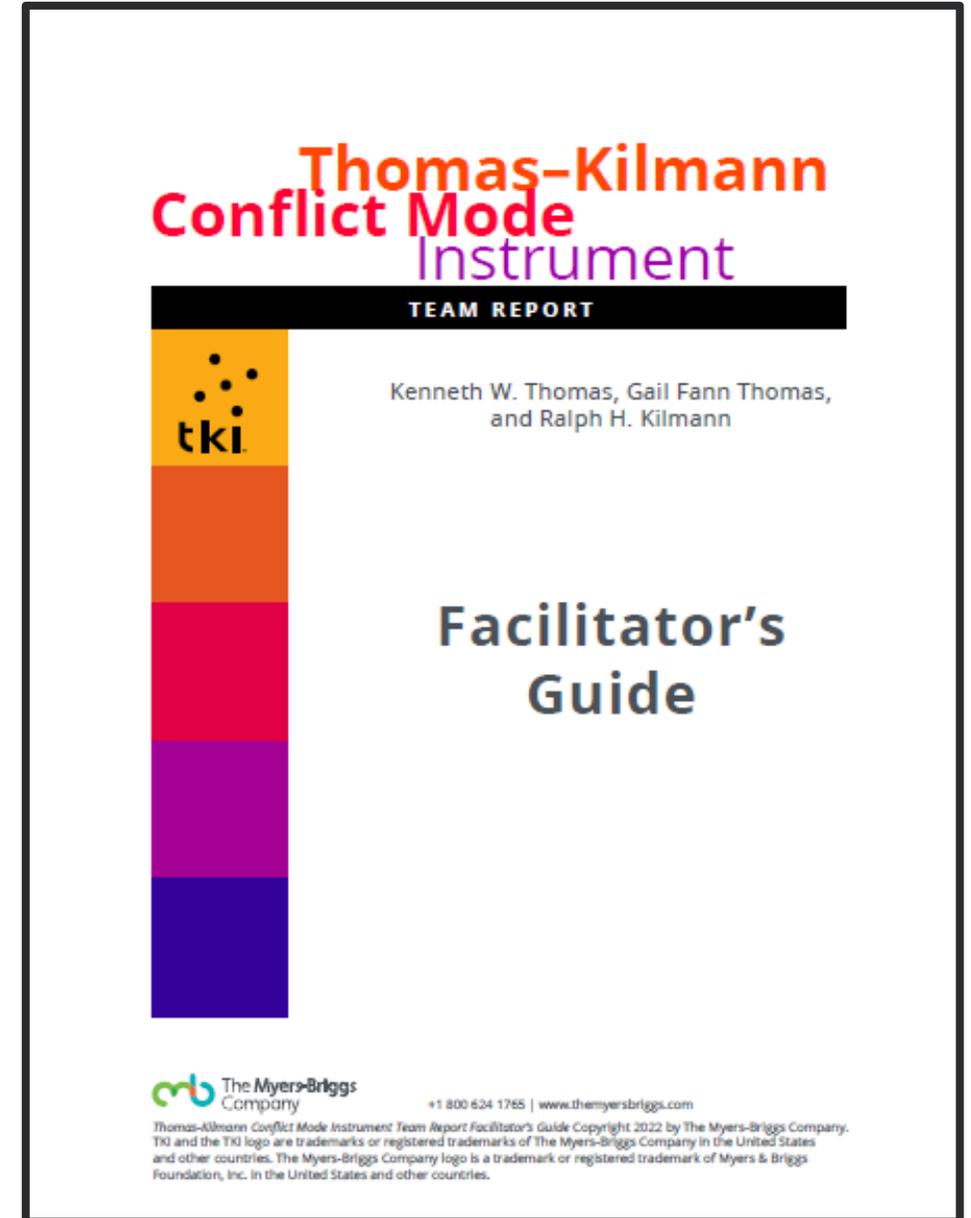
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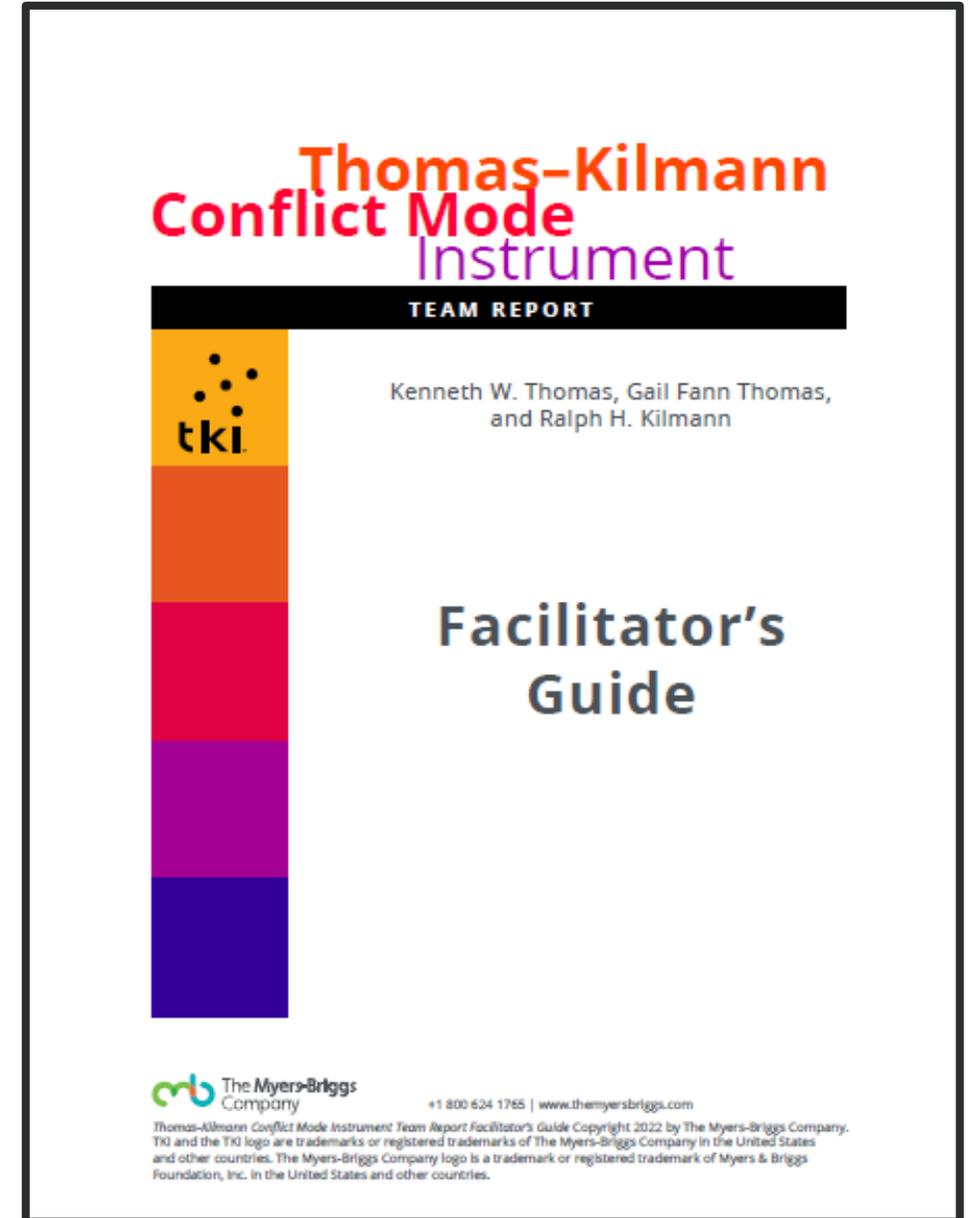
# What's included in the Facilitator's Guide

- General information about the TKI Team Report
- When to use the TKI Team Report
- Comparison with the TKI Individual Report
- Scoring methodology
- Recommendations and cautions associated with using the TKI Team Report
- Assessment instructions (standard and modified)
- Workshop recommendations
- Case studies (new team and struggling team)
- Additional resources for workshops



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## AGENDA

1. What motivated us to create the TKI Team Report?
2. What is the TKI Team Report?
3. How do you administer the TKI Team Report?

# Purchasing and Administering the TKI Team Report

## Purchase

- Find report in the Elevate catalog or the “Shop” on TMB.com
- \$29.95 per report
- Volume discounts available

## Administration

- Create Elevate project and add respondents and the TKI Team Report to it
- Invite respondents to take the TKI assessment
- After assessment completion, create team from respondents and generate reports
- Reports download as a ZIP folder containing:
  - The report for each team member
  - The facilitator version of the report for the practitioner
- Detailed step-by-step instructions available in Help Center on Elevate



# Upcoming Webinars & Q&A



# Upcoming Webinars & Q&A

**October 11 – Developing Teams Using the TKI Team Report** *(Webinar 2 of 3)*

We'll present step-by-step recommendations for using the TKI® Team Report in a team development workshop

**October 26 – Managing Conflict for Three Types of Teams** *(Webinar 3 of 3)*

You'll learn the three types of teams that benefit from understanding their approach to conflict and how the TKI Team Report can help them handle conflict more effectively

<https://www.themyersbriggs.com/en-US/Connect-with-us/Events>





# QUESTIONS and ANSWERS





# Backup Slides



# Standard vs modified instructions for the TKI assessment

# Standard vs modified instructions for the TKI assessment

## Standard instructions:

- “Consider situations in which you find your wishes differing from those of another person. How do you usually respond to such situations?”

## Modified instructions (for the focal team only)\*:

- “Inside the Project Team Alpha in the Finance Department, how do you usually respond when you find your wishes differing from those of other team members?”

\*If needed, include a list of all team member names to ensure you are all assessing interactions WITHIN the team.

# Thomas-Kilmann Conflict Mode Instrument

**TEAM REPORT**



Kenneth W. Thomas, Gail Fann Thomas,  
and Ralph H. Kilmann

**ABC CORPORATION SALES TE**

Report prepared for

**AMY  
SAMPLE**

August 16, 2022

Interpreted by  
Alex Consultant

 The Myers-Briggs  
Company +1 800 624 1765 | www.themyersbriggs.com

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The TKI Team Report

# Thomas-Kilmann Conflict Mode Instrument

**TEAM FACILITATOR REPORT**

Including All Individual Team Members' TKI® Scores



Kenneth W. Thomas, Gail Fann Thomas,  
and Ralph H. Kilmann

**ABC CORPORATION SALES TEAM**

Report prepared for

**TEAM FACILITATOR**

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Interpreted by  
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**Facilitator's  
Guide**

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