<table>
<thead>
<tr>
<th>Conflict Management Styles</th>
<th>Appropriate When . . .</th>
<th>Inappropriate When . . .</th>
</tr>
</thead>
</table>
| Avoider (lose/lose)        | • It’s a trivial, unimportant issue.  
• You have no chance of winning.  
• The harm from taking action potentially outweighs the gains.  
• When you need to cool down.  
• When you need more information.  
• Others can resolve better.  
• When symptomatic of a deeper issue. | • Issue is important to you.  
• When it’s your job to solve problem.  
• Negative consequences of avoiding outweighs taking action (“Pay me now or pay me later . . .”). |
| Friendly Helper (lose/win) | • When you are wrong.  
• When winning is important to other person.  
• You want to collect “IOU’s.”  
• Continued competition would damage the cause.  
• When harmony/peace is important.  
• To allow people to learn from mistakes. | • Very important to YOU.  
• When the issue isn’t important to the other person.  
• When the “best” solution is needed (all ideas incorporated).  
• When you want to command respect or demonstrate your authority. |
| Tough Battler (win/lose)   | • When quick action is needed.  
• The issue is VERY important to you.  
• Unpopular decision that must be made.  
• To deal with others who are competing.  
• Need to assert authority or command respect.  
• When you want/need to win! | • When you will need others’ cooperation and commitment in the future.  
• When it’s not very important to you.  
• You want decision/action to reflect concerns of all.  
• You don’t have the power.  
• You don’t have the information. |
| Compromiser (win/win AND lose/lose) | • Goals are moderately important.  
• When the parties have equal power.  
• A temporary resolution needed.  
• When quick action is needed.  
• Back-up to collaborator or competitor. | • When it’s very important to you.  
• Not important enough to you.  
• You want a long-term solution.  
• When you are right.  
• When the other party is wrong.  
• When you are wrong! |
| Problem Solver (win/win)   | • Concerns of both parties are very important to them.  
• When you want to understand another’s perspective.  
• When you need to merge insights.  
• When commitment is needed by all.  
• When working through hard feelings. | • Issue is not important to you.  
• Issue is not important to the other party.  
• When a quick decision is needed.  
• There aren’t any options — it must be done another way.  
• When you are right.  
• Other party has no knowledge to contribute. |