

Two Perspectives on Conflict

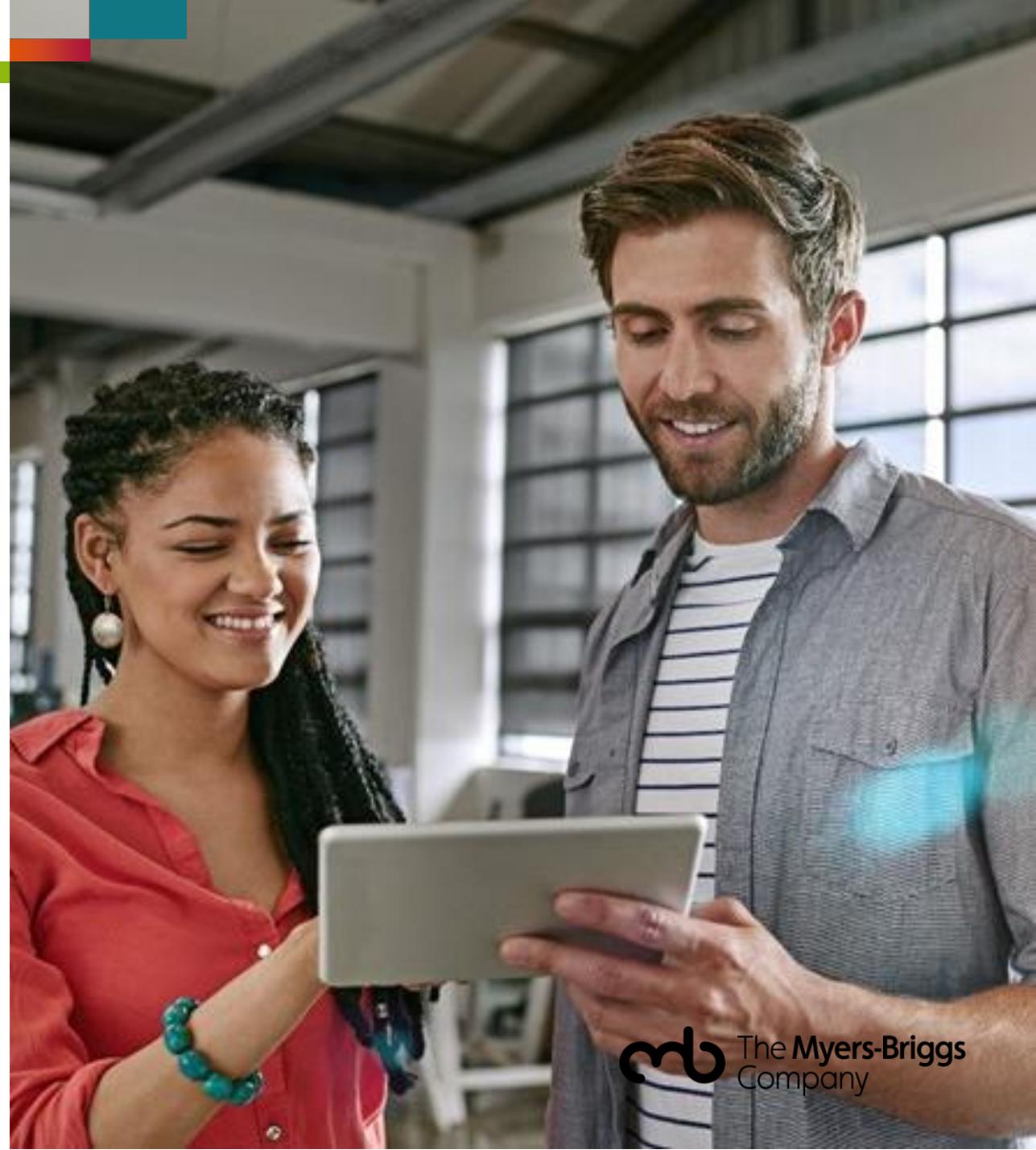
Using the MBTI® & TKI® Assessments Together to Find Deeper Insights

Marta Koonz, PhD

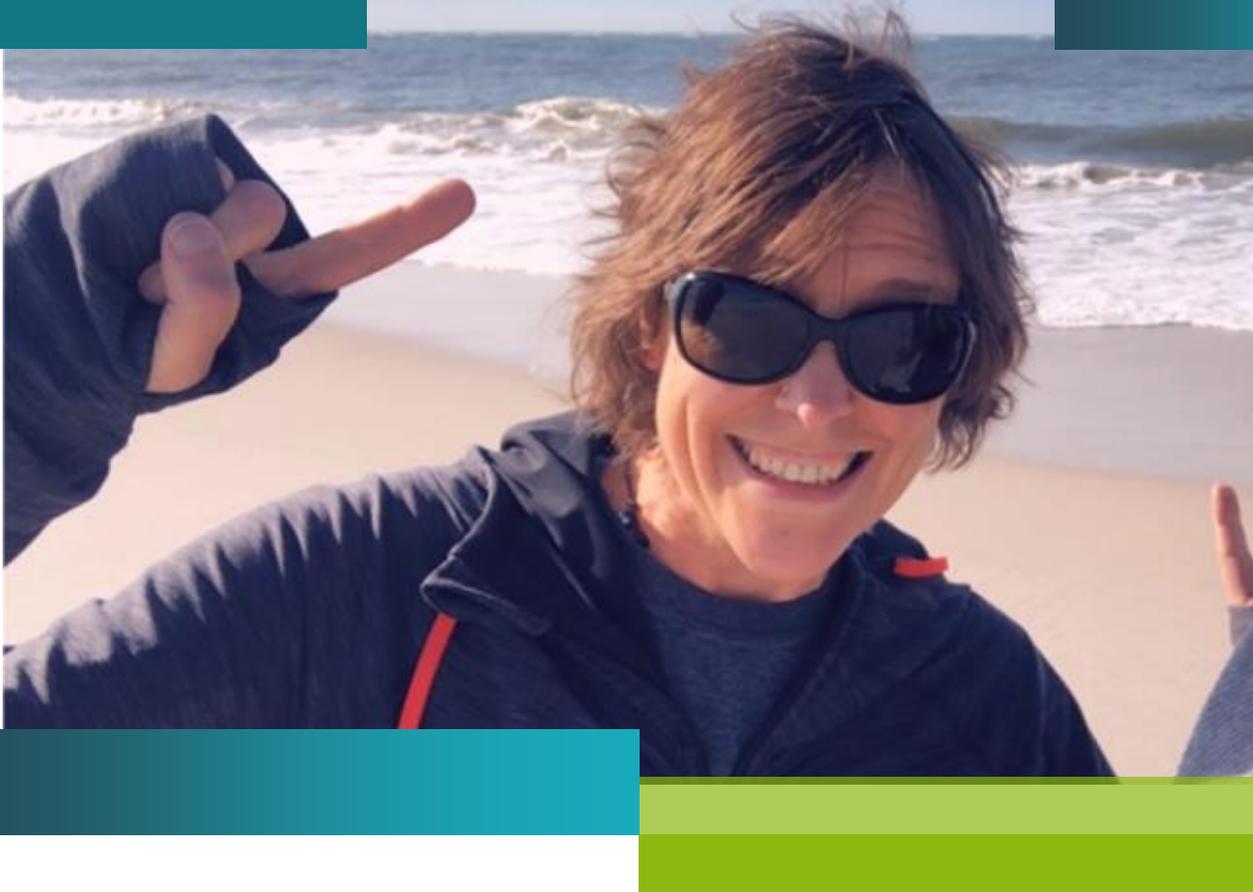
principal consultant and certification faculty

Today's Topics

- The unique benefits of the TKI and MBTI assessments when it comes to conflict
- How our MBTI preferences “flavor” our TKI conflict modes and responses
- Tips & tools to use in conflict training and response



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Poll



How familiar are you with the MBTI® assessment?

1. I've taken the assessment myself
2. I've taken the assessment and it's used in my workplace
3. I've been certified but rarely use it
4. I've been certified and use it on a regular basis

Poll

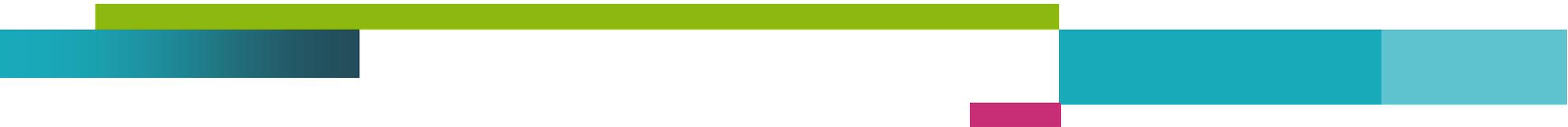


How familiar are you with the TKI[®] assessment?

1. I've taken the assessment myself
2. I've taken the assessment and it's used in my workplace
3. I use the assessment in my facilitating or coaching

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The MBTI Assessment and Conflict

A series of horizontal bars in green, teal, and pink colors, arranged in a stepped pattern across the middle of the slide.

The MBTI assessment

Reports your natural preferences on four pairs of opposites

EXTRAVERSION  OR  INTROVERSION
Opposite ways to **direct and receive energy**

SENSING  OR  INTUITION
Opposite ways to **take in information**

THINKING  OR  FEELING
Opposite ways to **decide and come to conclusions**

JUDGING  OR  PERCEIVING
Opposite ways to **approach the outside world**

Opposite ways to direct and receive energy

Extraversion

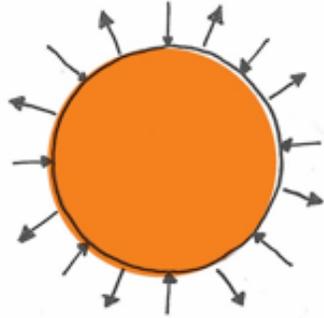


Introversion



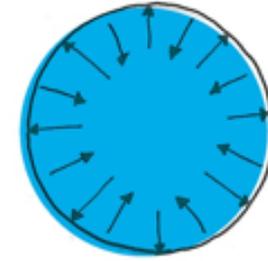
Opposite ways to direct and receive energy

Extraversion



- ◆ Tend to act before thinking
- ◆ Prefer to take action quickly
- ◆ Talk things through
- ◆ More expressive when interacting
- ◆ Gain energy from interaction
- ◆ Have a breadth of interests

Introversion



- ◆ Tend to think before acting
- ◆ Prefer to spend time on reflection
- ◆ Think things through
- ◆ More contained when interacting
- ◆ Gain energy from concentration
- ◆ Have a depth of interests

Opposite ways to take in information

Sensing

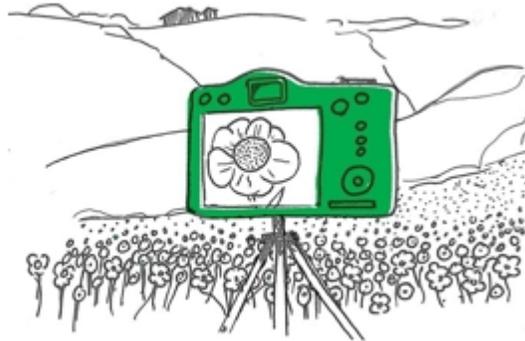


Intuition



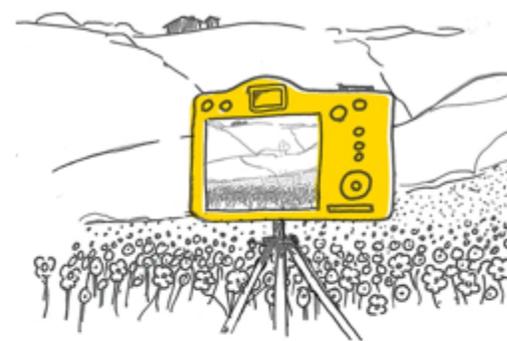
Opposite ways to take in information

Sensing



- ◆ Want to know the facts
- ◆ Look at the specifics
- ◆ Adopt a realistic approach
- ◆ Focus on the here and now
- ◆ Ensure things work in practice
- ◆ Collect observations

Intuition



- ◆ Seek out new ideas
- ◆ Look at the bigger picture
- ◆ Adopt an imaginative approach
- ◆ Anticipate the future
- ◆ Ensure things work in theory
- ◆ Use conceptual frameworks

Opposite ways to decide and come to conclusions



Thinking



Feeling



Opposite ways to decide and come to conclusions

Thinking



- ◆ Apply logical reasoning
- ◆ Use cause and effect analysis
- ◆ Seek objective truth
- ◆ Decide using impersonal criteria
- ◆ Focus on tasks
- ◆ Provide a critique

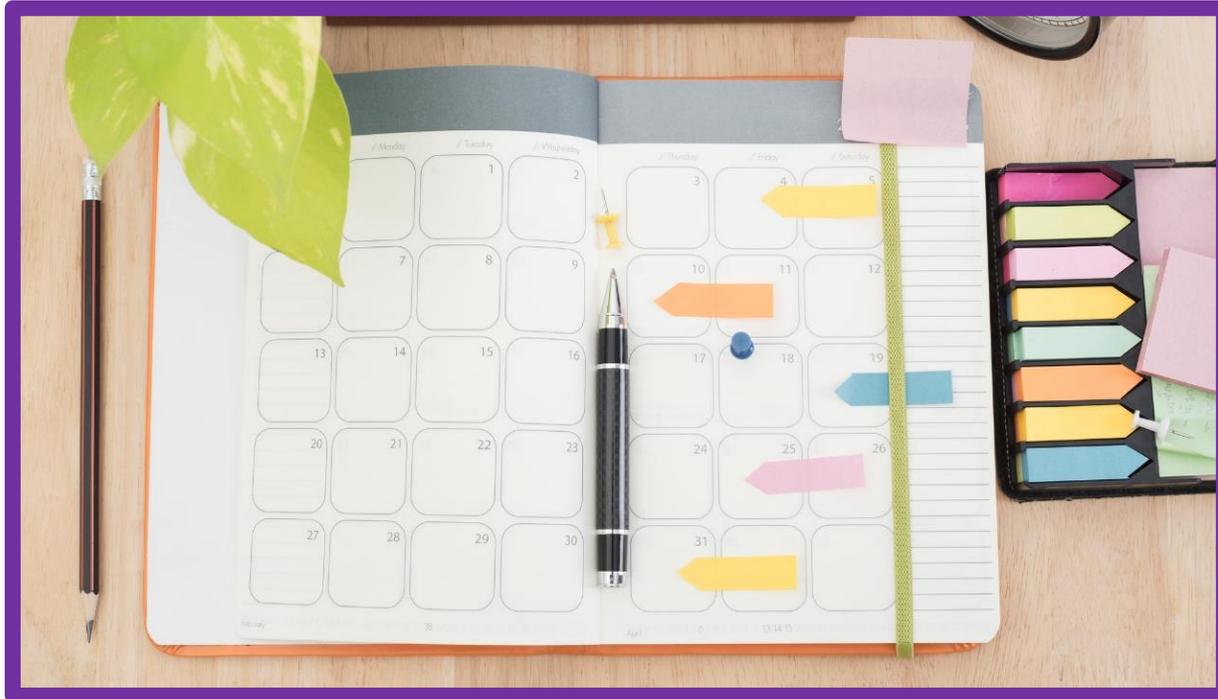
Feeling



- ◆ Apply individual values
- ◆ Understand others' viewpoints
- ◆ Seek harmony
- ◆ Decide by personal circumstances
- ◆ Focus on relationships
- ◆ Offer praise

Opposite ways to approach the outside world

Judging

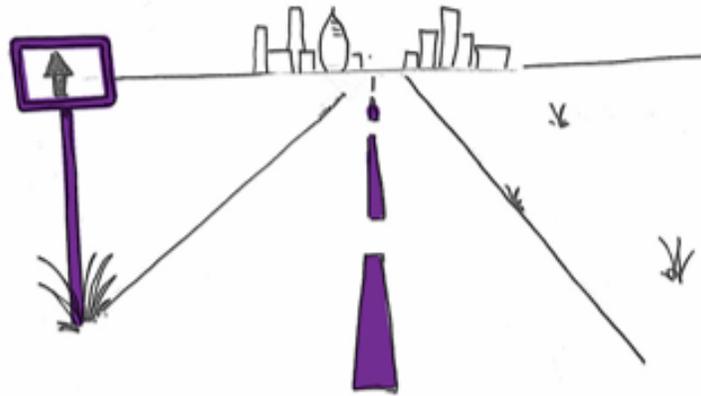


Perceiving



Opposite ways to approach the outside world

Judging



- ◆ Like to come to closure
- ◆ Make plans
- ◆ Act in a controlled way
- ◆ Prefer to act within a structure
- ◆ Prefer to schedule activities

Perceiving



- ◆ Keep a range of choices available
- ◆ Remain flexible
- ◆ Respond to emerging information
- ◆ Prefer to go with the flow
- ◆ Prefer to be spontaneous

Poll



What are the last two letters of your four-letter type?

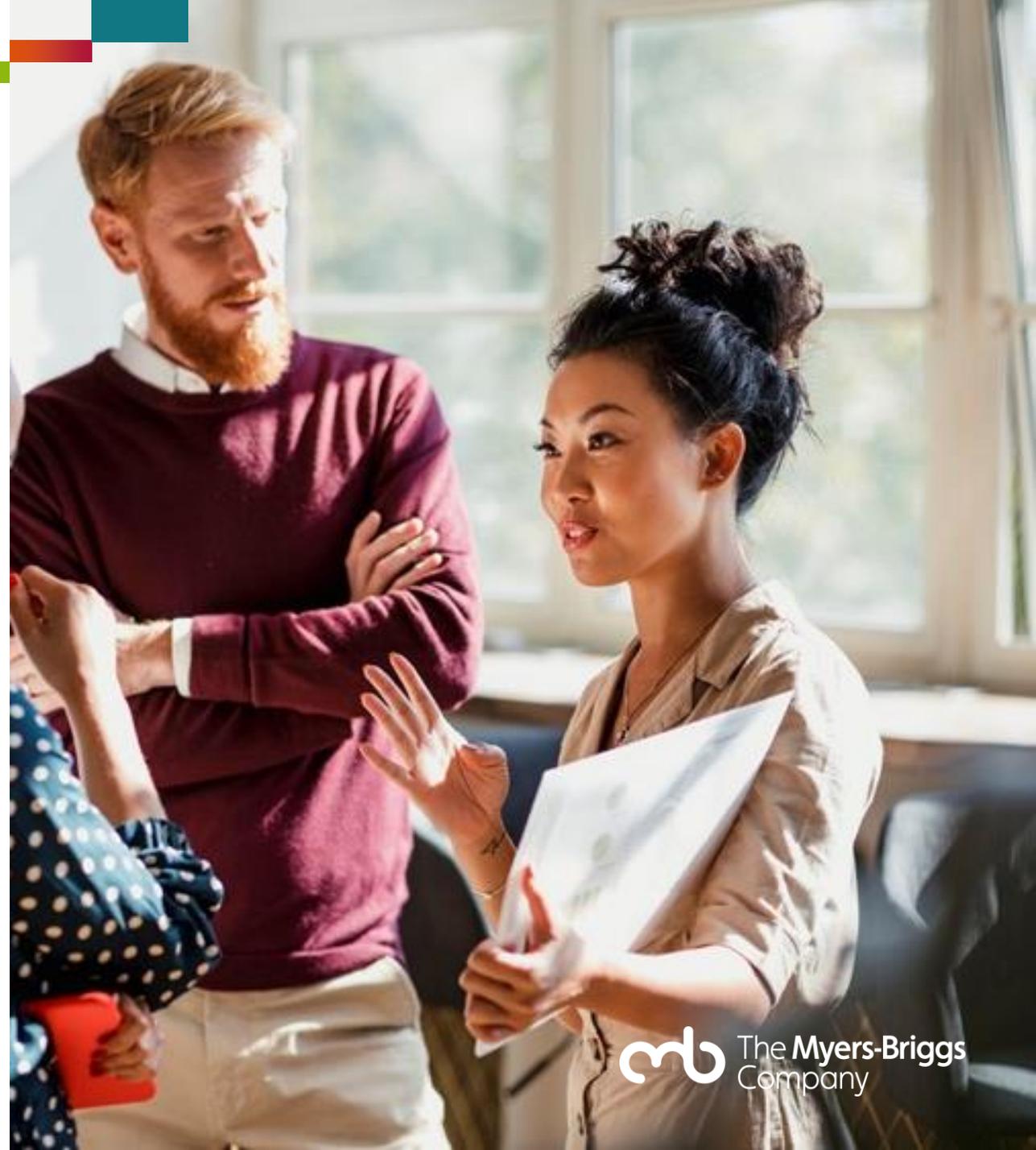
1.TJ (Thinking and Judging)

2.TJ (Thinking and Perceiving)

3.FJ (Feeling and Judging)

4.FP (Feeling and Perceiving)

What are the MBTI Conflict Pairs?



Conflict and the Judging Process

Thinking

What the conflict is about

Opinions and principles

Analyzing and tolerating differences

Succinct delivery

Maintaining a firm stance

Feeling

Who is involved

Needs and values

Accepting and appreciating differences

Tactful delivery

Ensuring give and take

Conflict and the Orientation towards the Outer World

Judging

Seek resolution

Sort it out

Focus on the past and future

Be concerned primarily with the output from or outcome of the situation

Experience satisfaction once the conflict is over

Perceiving

Seek clarification

Work it through

Focus on the present

Be concerned primarily with the input of the participants

Experience satisfaction once the conflict is being addressed

Thinking and Judging

TJ

Strengths Logically assessing key alternatives and adeptly reaching closure

Blind Spots Over analysis of one or two options and a push through to closure (often unaware of impact of their push to closure on others who may feel sidelined or left out)

“For all those with Thinking and Judging preferences, Thinking is extraverted, meaning it operates in the outer world and is visible to others. In conflict, it manifests as rational and critical documentary to the outside world and a keen ability to make decisions based on the information at hand. Others typically experience these individuals as coolheaded, analytical, rational, and clear thinking.”

Introduction to Type® and Conflict, p. 12

Thinking and Perceiving

“For all those with Thinking and Perceiving preferences, Thinking is introverted, meaning it operates in the inner world and is not immediately apparent to others.”

TP

Logically analyzing many options and deeply exploring for creative solutions

Lack of understanding or even awareness of participants' emotional reactions and needs (may hold a conflict open too long, creating anxiety or frustration for others)

In conflict, it can manifest as an inner critic who likes to play devil's advocate. Others typically see these individuals as people who will support the underdog and question any givens.”

Introduction to Type® and Conflict, p. 12

Feeling and Judging

For all those with Feeling and Judging preferences, Feeling is extraverted, meaning it operates in the outer world and is visible to others. In conflict it can manifest as a need for harmony in the outside world. Others typically see these individuals as warm, caring, and uncomfortable with tension.”

Introduction to Type® and Conflict, p. 13

Introduction to Type® and Conflict, p. 19

FJ

Empathetic involvement with the people and issues and ability to reach amicable closure

Overemphasize the impact on people and overlook exploring viewpoints and options (may lead to push to a premature conclusion of a conflict)

Feeling and Perceiving

For all those with Feeling and Perceiving preferences, Feeling is introverted, meaning it operates in the inner world and is not immediately apparent to others. In conflict it can manifest as a desire to hear all sides of the story. Others typically see these individuals as accepting of disparate views and committed to their own values.”

Introduction to Type® and Conflict, p. 13

FP

Welcoming and including all perspectives in an open and passionate manner

Overextend the exploration in an attempt to include all views; avoid logical analysis or addressing negative alternatives (may look like denial or avoidance)

Introduction to Type® and Conflict, p. 19

Strengths and Blind Spots

Introduction to Type® and Conflict, p. 19

	TJ	TP	FJ	FP
Strengths	Logically assessing key alternatives and adeptly reaching closure	Logically analyzing many options and deeply exploring for creative solutions	Empathetic involvement with the people and issues and ability to reach amicable closure	Welcoming and including all perspectives in an open and passionate manner
Blind Spots	Over analysis of one or two options and a push through to closure (often unaware of impact of their push to closure on others who may feel sidelined or left out)	Lack of understanding or even awareness of participants' emotional reactions and needs (may hold a conflict open too long, creating anxiety or frustration for others)	Overemphasize the impact on people and overlook exploring viewpoints and options (may lead to push to a premature conclusion of a conflict)	Overextend the exploration in an attempt to include all views; avoid logical analysis or addressing negative alternatives (may look like denial or avoidance)

MBTI® Conflict Pairs Comparison

	TJ	TP	FJ	FP
Likely cause of conflict	Challenges/to/of authority	Challenges to/of trust	Challenges to/of beliefs	Challenges to/of values
Desired outcome	Closure or resolution	Defined process or progression	Intact relationships	Respectful listening
Deal with emotions by	Denying they exist	Excluding them	Including them	Accepting them
Others' impression	Detached OR aggressive adversary	Catalyst or contributor to conflict	Seeker of communication and harmony	Someone who includes others' values and concerns
Satisfied when	Conflict is over	They can subsequently analyze the outcome	There is no lingering bitterness	There is open exploration

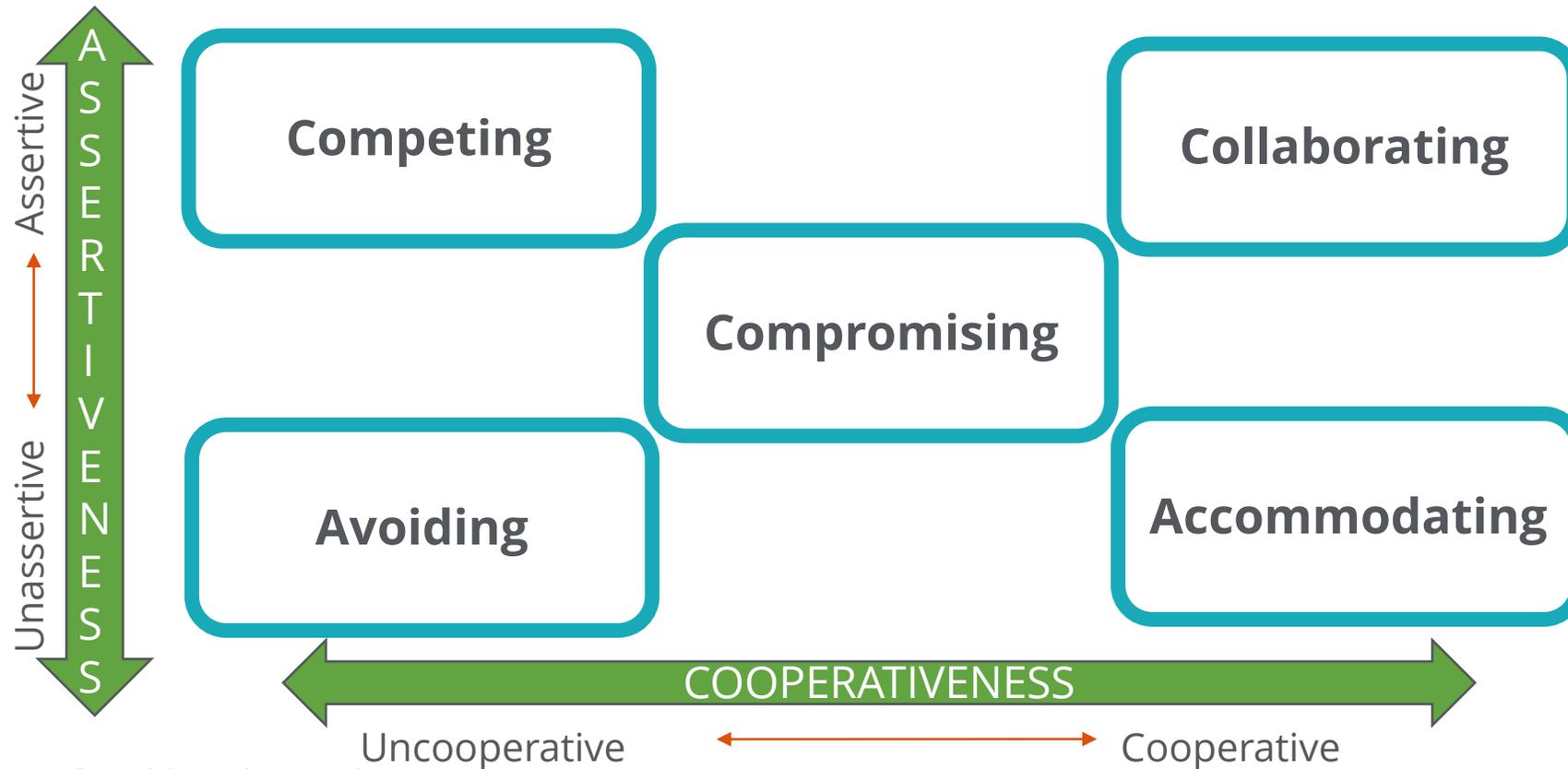
The TKI[®] Assessment and Conflict



The TKI[®] assessment



Reports your preferred conflict modes.



Source: TKI Conflict Workshop Facilitator's Guide
PPT, RM-4



COMPETING

Unassertive and Uncooperative

Try to satisfy your own concerns at the other person's expense

COLLABORATING



Assertive and Cooperative

Try to find a win-win solution that completely satisfies both people's concerns

COMPROMISING

**Intermediate in both Assertiveness
and Cooperativeness**

Try to find an acceptable settlement that
only partially satisfies both people's
concerns

AVOIDING

Unassertive and Uncooperative

Sidestep the conflict without trying to satisfy either person's concerns

ACCOMMODATING

Unassertive and Cooperative

Attempt to satisfy the other person's concerns at the expense of your own

The TKI[®] assessment

COMPETING

Assertive and Uncooperative

Try to satisfy your own concerns at the other person's expense

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ACCOMMODATING

Unassertive and Cooperative

Attempt to satisfy the other person's concerns at the expense of your own

Poll



What is your primary conflict mode?

1. Competing
2. Collaborating
3. Compromising
4. Avoiding
5. Accommodating

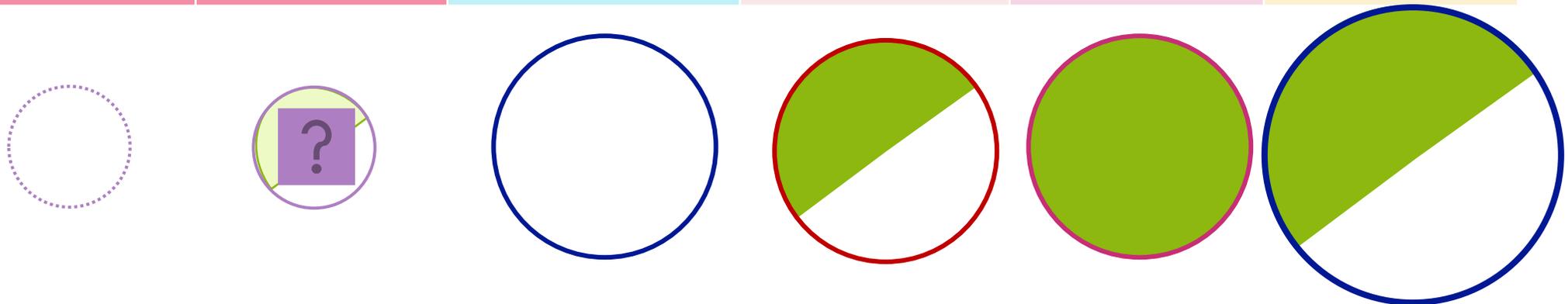
A top-down view of several people's hands, of various skin tones, holding white puzzle pieces in a circle on a light-colored wooden table. The puzzle pieces are arranged in a ring, with some pieces being held together and others being held apart, suggesting a process of assembly or collaboration. The background is a warm, natural wood grain.

The TKI[®] Conflict Pie

Whose needs get met and to what extent

	Ineffective Avoiding	Effective Avoiding	Accommodating	Compromising	Competing	Collaborating
My needs met?	No	Not yet	No	Partially	Yes	Yes
Their needs met?	No	Not yet	Yes	Partially	No	Yes

Pie



My Needs
 Their Needs

Better Together

*Using the MBTI® and TKI®
Assessments Together to
Find Deeper Insights*



MBTI® preferences and Competing

Competing and Energy		Competing and Information	
People who prefer Extraversion	People who prefer Introversion	People who prefer Sensing	People who prefer Intuition
<ul style="list-style-type: none"> • May interrupt to get their point across • May move quickly from one point to the next • May not leave space for other points to be made 	<ul style="list-style-type: none"> • Present ideas that are likely well thought out • May be persuasive in getting their point across • May be frustrated with those who want to talk things out in person 	<ul style="list-style-type: none"> • Use specific points to strengthen their argument • Prefer an exact approach with precise information • May feel others present arguments that lack practicality 	<ul style="list-style-type: none"> • Want to explore implications of the conflict • Want to explore new ways of understanding the conflict • May get overwhelmed with too many details or specifics
Competing and Decisions		Competing and Orientation	
People who prefer Thinking	People who prefer Feeling	People who prefer Judging	People who prefer Perceiving
<ul style="list-style-type: none"> • Want to show why their perspective is logical, clear and right • May be seen as aggressive in getting their ideas across • May not pay attention to how people will be affected 	<ul style="list-style-type: none"> • Are interested in fighting for the people involved • Advocate to be heard and considered • May enter conflict because of values or principles 	<ul style="list-style-type: none"> • May push to end conflict quickly • May not allow time to consider other views • May hold rigidly to their position 	<ul style="list-style-type: none"> • May enjoy playing the devil's advocate • Want to look at the pros and cons for the sake of argument • May want to keep conflict open longer than others think necessary

MBTI® preferences and Collaborating

Collaborating and Energy		Collaborating and Information	
People who prefer Extraversion	People who prefer Introversion	People who prefer Sensing	People who prefer Intuition
<ul style="list-style-type: none"> • Like people to “take turns” sharing information • Want to hear ideas from others • Enjoy the interplay of working with multiple viewpoints and expect quick input 	<ul style="list-style-type: none"> • Prefer to work behind the scenes • Need time to reflect before addressing ideas from others • Prefer to work autonomously by dividing up pieces of the conflict to analyze 	<ul style="list-style-type: none"> • Like tried-and-true methods of working together • Want to dig into as much information and as many sources as possible • May suggest both sides bring a list of concerns 	<ul style="list-style-type: none"> • Search for themes to help them understand positions of the conflict • Enjoy the process of brainstorming solutions • May see questions or challenges from others as not being collaborative
Collaborating and Decisions		Collaborating and Orientation	
People who prefer Thinking	People who prefer Feeling	People who prefer Judging	People who prefer Perceiving
<ul style="list-style-type: none"> • May become defensive when their points are challenged • May push their own agenda more than they listen • May want to move through a conflict quickly if it is personal 	<ul style="list-style-type: none"> • Work to identify the concerns of both sides • Want to find a win-win scenario • May take negative comments personally 	<ul style="list-style-type: none"> • Want to organize and evaluate options • Want to align resolution of conflict with larger goals • May become irritated if finding a mutual solution takes too long 	<ul style="list-style-type: none"> • Need space to explore possible avenues for resolution • Want to brainstorm options up to the deadline • Want flexibility to achieve consensus

MBTI® preferences and Compromising

Compromising and Energy		Compromising and Information	
People who prefer Extraversion	People who prefer Introversion	People who prefer Sensing	People who prefer Intuition
<ul style="list-style-type: none"> • Attempt to bargain by offering various perspectives and options • State their case and the elements they are least likely to give up • Use a rapid pace to identify the main issues quickly 	<ul style="list-style-type: none"> • Prefer to see “deal breakers” in writing before meeting in person • Are likely to share only their most important points or needs • Should not be seen as agreeing just because they haven’t spoken up 	<ul style="list-style-type: none"> • Shoot for the solution that makes the most practical sense • Look to maintain the status quo • Need to see how the solution will be implemented 	<ul style="list-style-type: none"> • Need to understand the vision of what the solution will do • Innovate to find a positive middle ground • Consider numerous possibilities before landing on a shared solution
Compromising and Decisions		Compromising and Orientation	
People who prefer Thinking	People who prefer Feeling	People who prefer Judging	People who prefer Perceiving
<ul style="list-style-type: none"> • May have difficulty giving up what they want or need • Will push for their priorities to be satisfied before considering the needs of others • May think expending too much effort on including people’s feelings is a waste of time 	<ul style="list-style-type: none"> • Want both parties to leave happy with the outcome • Are willing the split the difference in hopes of reaching a resolution more quickly • Appreciate efforts to consider their feelings and perspective when reaching a compromise 	<ul style="list-style-type: none"> • Will organize their thoughts and suggestions to assess best ideas swiftly • Want a plan that honors both perspectives • Expect follow-through once a mutually agreed-upon decision is made 	<ul style="list-style-type: none"> • Want freedom to choose which priorities to attempt to satisfy • Resent it when people are overly task oriented or drive too hard toward closure, losing sight of important elements • May change their mind and priorities mid-discussion

MBTI[®] preferences and Avoiding

Avoiding and Energy		Avoiding and Information	
People who prefer Extraversion	People who prefer Introversion	People who prefer Sensing	People who prefer Intuition
<ul style="list-style-type: none"> • May distract from conflict with unrelated ideas • May speak about the conflict with everyone but the people involved • May express a need for more time to talk through the meaning of the conflict 	<ul style="list-style-type: none"> • May not speak up about their position • May use the need for processing time as a reason for not engaging • May hope that having no contact will allow the conflict to blow over 	<ul style="list-style-type: none"> • May experience “analysis paralysis” and get lost in research • May replay pieces of the conflict over and over again • May use mistrust of information as a reason for not making a decision 	<ul style="list-style-type: none"> • May get stuck in the brainstorming phase without reaching resolution • May focus on worst-case scenarios rather than productive solutions • May have difficulty solidifying their viewpoint or argument
Avoiding and Decisions		Avoiding and Orientation	
People who prefer Thinking	People who prefer Feeling	People who prefer Judging	People who prefer Perceiving
<ul style="list-style-type: none"> • May create a logical argument for not moving forward • May stall by spending too much time on agendas and pros-and-cons lists • May create a stalemate by clinging to their position 	<ul style="list-style-type: none"> • May not state their needs in order to end the conflict early • May be passive-aggressive rather than clear about their position • May worry about hurting the other person’s feelings 	<ul style="list-style-type: none"> • May bow out rather than agree to disagree • Are usually decisive and likely will create a rationale for not moving forward • May change priorities to artificially create a sense of closure 	<ul style="list-style-type: none"> • May procrastinate until the problem is solved naturally • May camouflage a lack of decisiveness with a flexible approach • May want to move forward without a resolution

MBTI® preferences and Accommodating

Accommodating and Energy		Accommodating and Information	
People who prefer Extraversion	People who prefer Introversion	People who prefer Sensing	People who prefer Intuition
<ul style="list-style-type: none"> • Seek to express agreement and cooperate • Want to be seen as a team player • May convince themselves that the popular opinion is the best even if they don't agree 	<ul style="list-style-type: none"> • Tend to show support quietly • Carefully choose how to give feedback • Don't like having to make a quick decision without time to process 	<ul style="list-style-type: none"> • May find information to support ending the conflict • Look to data that builds a bridge between arguments • Listen for details that reflect common ground between sides of the conflict 	<ul style="list-style-type: none"> • Create options that will enable both sides to feel somewhat satisfied • Look for new information that provides consensus • Use their flexibility to sacrifice their needs for the greater good
Accommodating and Decisions		Accommodating and Orientation	
People who prefer Thinking	People who prefer Feeling	People who prefer Judging	People who prefer Perceiving
<ul style="list-style-type: none"> • May convince themselves that the conflict is not a priority to them • Will remind people of their option to choose even when they sacrifice their own needs • Are satisfied if the decision to move forward makes sense, even if they disagree 	<ul style="list-style-type: none"> • Have difficulty sharing concerns they know will not be addressed • See themselves as working toward the greater good • Work to show compassion for other people's perspectives 	<ul style="list-style-type: none"> • Use structure and planning as a means of working together • May end an argument or disagreement just to get closure • May yield on issues that are less important to them for the sake of reaching resolution 	<ul style="list-style-type: none"> • Demonstrate their flexibility by adjusting to others • See making an effort to cooperate as being open to change • May give in for now, knowing that things will likely change down the road

Tips and Tools





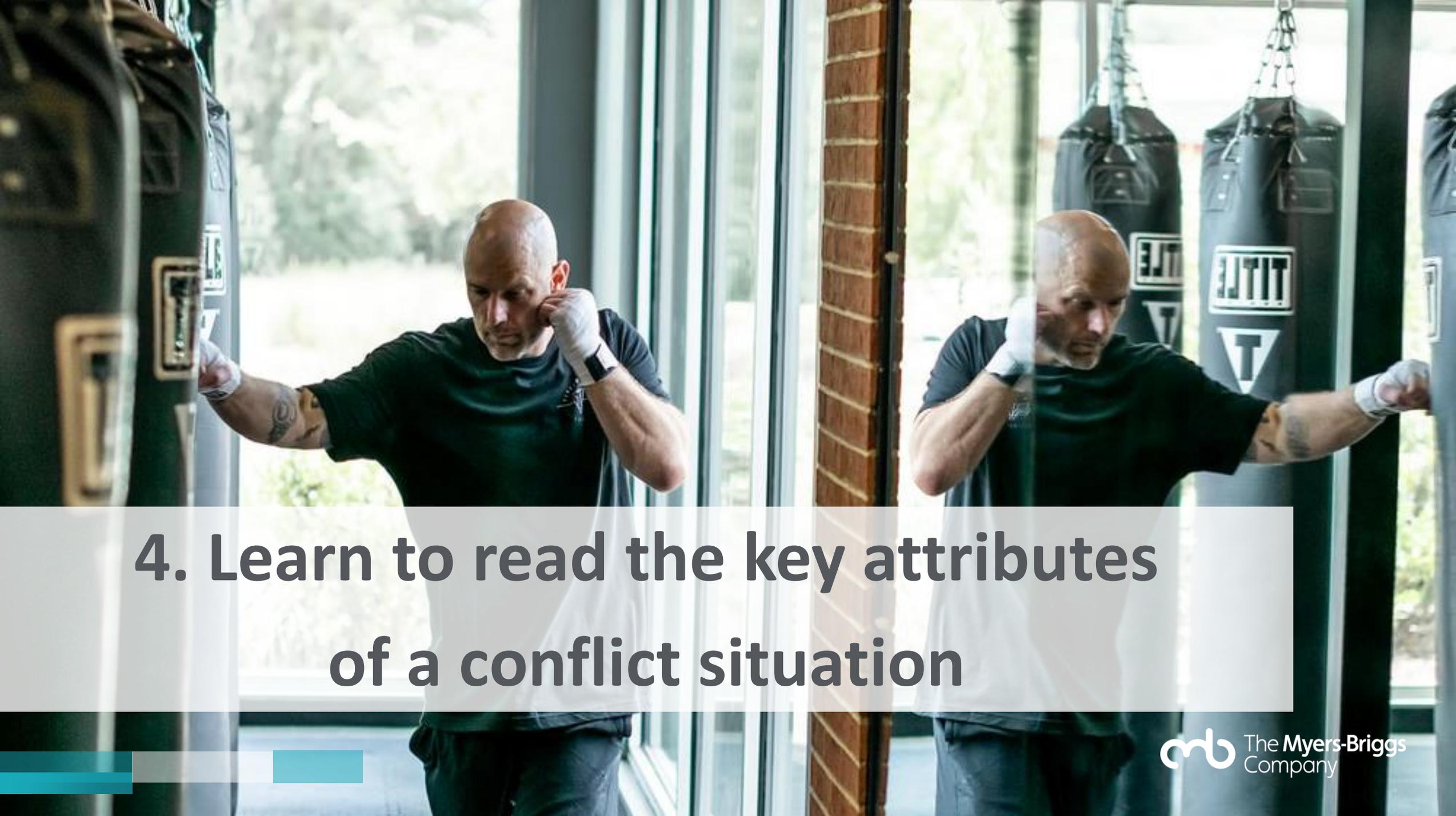
1. Know your MBTI[®] type preferences

A woman with long dark hair, wearing a white blazer, is seated and looking towards a man in a dark suit. They appear to be in a professional meeting or discussion. The background is a bright, out-of-focus office space with large windows. A semi-transparent white banner is overlaid across the middle of the image, containing the text.

2. Know your TKI[®] conflict styles

A photograph of three people in a modern office setting. On the left, a young woman with long brown hair and glasses is smiling broadly. In the center, an older woman with short grey hair, glasses, and a patterned scarf is also smiling and has her hands clasped. On the right, a man with a shaved head is seen in profile, smiling and gesturing with his hand. The background features large windows and indoor plants.

3. Layer the MBTI® preferences onto the TKI® conflict styles



**4. Learn to read the key attributes
of a conflict situation**

Key attributes

1) The Level of Stress

Overwhelming or Stimulating?

2) The Complexity of the Conflict

One-dimensional? Multi-dimensional?

3) The Relative Importance of the Conflict to Each Person

High/Low? Equal/Different?

4) The Available Time to Discuss the Conflict

Very little? Moderate? Much?

5) The Level of Trust Among the Relevant Persons

High? Medium? Low?

6) The Quality of Speaking and Listening Skills

Supportive/Active behavior? Behavior that produces defensiveness?

7) Group or Organizational Culture

Protective and political? Open and honest?

8) Importance of the Relationship

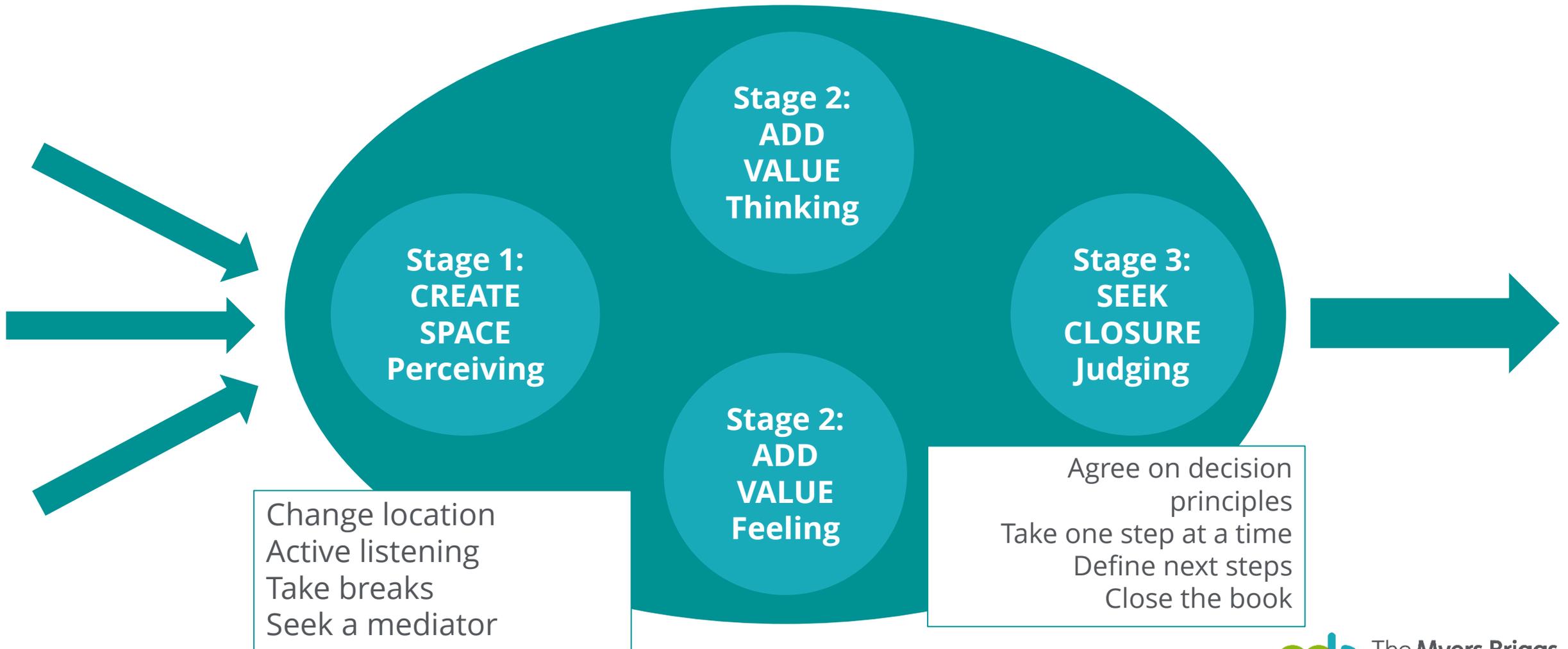
High? Medium? Low?

(CPP Author Insights: Celebrating 40 Years with the TKI Assessment, pp. 8-9)

5. Have a plan for working through conflict



A model for managing conflict



Recommended resources

- Using the TKI[®] Assessment with the MBTI[®] Instrument
- Introduction to Type & Conflict
- Introduction to Conflict Management
- Author Insights: Celebrating 40 years with the TKI Assessment



Chat

*What questions or
comments do you have?*



THANK
YOU!