
Assessment

CONFLICT MANAGEMENT

Fourth Edition

Complete this book, and you'll know how to:

- 1) Catch disagreement before it escalates into dysfunctional conflict.
- 2) Replace habitual styles of handling differences with a strategic approach.
- 3) Honor the legitimate interests of others.
- 4) Creatively integrate diverse views so they are responsive to mutual concerns.
- 5) Utilize disagreements as opportunities for learning.



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Assessment Questions for *Conflict Management* *, Fourth Edition*

Select the best response.

1. True or false? Managing conflict constructively aims at heightening productivity, facilitating communication, stimulating creativity, and improving teamwork.
 - A. True
 - B. False
2. True or false? Basic to managing disagreement constructively is building a foundation of trust and respect.
 - A. True
 - B. False
3. True or false? Seeking multiple perspectives as part of the conflict resolution process is rarely worth the effort.
 - A. True
 - B. False
4. True or false? Effective leaders articulate a vision that unites stakeholders' support.
 - A. True
 - B. False
5. True or false? Three strategies for asserting a strong conviction are: dominate, smooth, and maintain.
 - A. True
 - B. False
6. True or false? Three strategies for asserting a moderately strong conviction are: bargain, coexist, and decide-by-rule.
 - A. True
 - B. False
7. True or false? Three strategies for assuming a flexible position are: collaborate, release, and yield.
 - A. True
 - B. False
8. True or false? The statement: "Your thoughts and feelings are important to me whether or not I agree with the position you have expressed" is a statement of a weak conflict resolver.
 - A. True

- B. False
9. True or false? The conflict management strategy that supports a leader in delaying action (while waiting for missing relevant information, waiting for emotions to cool or waiting for needed support) is Maintain.
- A. True
B. False
10. True or false? The strategy that a restaurant's management is using when it displays an "Our pancakes make you happy" sign in its window is Smoothing.
- A. True
B. False
11. True or false? The strategy most appropriate to deal with evacuating a building after receiving an anonymous phone message that a bomb would be set off is Collaborate.
- A. True
B. False
12. True or false? The strategy that Mary Poppins employed when she asserted: "A spoonful of sugar helps the medicine go down" is Smoothing.
- A. True
B. False
13. True or false? The Yield approach has the most flexible viewpoints, and the most neutral interactions. It is the opposite of Dominate.
- A. True
B. False
14. True or false? The conflict-resolution strategy that requires the most empathic communication skills, trust-building, and creative problem-solving is Maintain.
- A. True
B. False
15. True or false? Transformational change constitutes a refinement or change in degree.
- A. True
B. False
16. True or false? Incremental change constitutes a renewal or change in kind.
- A. True
B. False
17. True or false? Conflict tends to develop when different people on the same team attempt to introduce change using fundamentally different types of thinking. What are these modes of thinking?
- A. Linear (logical, analytical) and nonlinear (qualitative, instinctual)

- B. Other
18. Some people prefer low-risk situations and tend to disagree with people who want to tackle higher-risk situations. Strategies to consider for reducing the level of risk are:
- A. Increase the potential for gain.
 - B. Decrease the potential for loss.
 - C. Decrease the level of uncertainty.
 - D. All the above.
 - E. None of the above.
19. In the process of managing disagreement, what areas should be documented?
- A. Clarify in writing the vision and values aimed at inspiring stakeholder performance.
 - B. Document agreements and describe how they will be monitored.
 - C. Record how conflicts were resolved and what lessons were learned.
 - D. All of the above.
 - E. None of the above.
20. A code of ethics that is useful in resolving conflict should include:
- A. Do what is legal, just, and right.
 - B. Seek the greatest good for the greatest number.
 - C. All of the above.
 - D. None of the above.
21. Criteria that should be satisfied as you see to resolve conflict are:
- A. Technical
 - B. Economic
 - C. Environmental
 - D. Ethical
 - E. Political
 - F. Psychological/social
 - G. All the above
 - H. None of the above

In the next six questions, name the facet of agreement being tested:

22. Will it work?
- A. Technical
 - B. Economic
 - C. Environmental
23. Does it affect global climate concerns?

- A. Economic
 - B. Environmental
 - C. Social
24. Is it the right thing to do?
- A. Technical
 - B. Political
 - C. Ethical
25. Is the budget manageable?
- A. Social
 - B. Economic
 - C. Political
26. Will the proposed resolution foster commitment?
- A. Technical
 - B. Political
 - C. Psychological
27. Will the proposed resolution attract needed support?
- A. Political
 - B. Economic
 - C. Ethical
28. True or false? In the course of managing conflict constructively, it's important to identify sources of disagreement such as roles, goals, boundaries, levels of trust, power struggles, and unfounded assumptions.
- A. True
 - B. False
29. True or false? The Maintain approach is useful when you need to buy time and collect information.
- A. True
 - B. False
30. True or false? The Smooth approach is useful when you want your preferences to prevail.
- A. True
 - B. False
31. When an issue is important to another person but minor to you, or you have more to gain by not resisting, what approach is often best?
- A. Maintain
 - B. Release

- C. Coexist
 - D. Yield
32. True or false? Transformational options reflect out-of-the-box thinking. They are often more difficult to formulate, but likely to have greater impact than incremental proposals.
- A. True
 - B. False
33. True or false? Metaphor and intuition are aspects of linear thinking.
- A. True
 - B. False
34. True or false? Logic and proof are aspects of linear thinking.
- A. True
 - B. False
35. True or false? Non-linear thinking is literal and tactical.
- A. True
 - B. False
36. The three elements of risk are:
- A. Likelihood of gain, protection from loss, and uncertainty.
 - B. Potential for gain, avoidance of loss, and quest for certainty.
 - C. Potential for gain, vulnerability to loss, and uncertainty.
 - D. Potential for gain, vulnerability to loss, and luck.
37. True or false? You are more likely to reach agreement if you can improve a stakeholder's comfort regarding risk.
- A. True
 - B. False
38. The expression "the greatest good for the greatest number of people" exemplifies which of the following?
- A. Reciprocity
 - B. Fairness
 - C. Rationalized justification
 - D. Humanism
39. The expression "it's the right thing to do" exemplifies which of the following?
- A. Reciprocity
 - B. Fairness
 - C. Rationalized justification

- D. Humanism
40. The expression “I scratched your back, now it’s my turn” exemplifies which of the following?
- A. Reciprocity
 - B. Fairness
 - C. Rationalized justification
 - D. Humanism
41. True or false? According to the research Jean Piaget and Lawrence Kohlberg, ethical reasoning starts from a self-centered view and evolves to a more inclusive perspective.
- A. True
 - B. False
42. People who tend to rely on gut feelings and sudden insights are:
- A. Linear thinkers
 - B. Non-linear thinkers
 - C. Both linear and non-linear thinkers
43. True or false? To resolving differences constructively, it helps to master both linear and nonlinear thinking, and to use them together when dealing with a complex problem or opportunity.
- A. True
 - B. False
44. People who avoid subjective feelings and make judgments based on logic tend to rely on:
- A. Linear thinking
 - B. Non-linear thinking
 - C. Both linear and non-linear thinking
45. To appreciate and empathize with another person’s concerns, you should do which of the following?
- A. Listen with neutrality; suspend judgment.
 - B. Convey the message: “Your thoughts and feelings are important to me whether or not I agree with your current position.”
 - C. Seek to understand why another person sees the identical situation differently from how you see it.
 - D. All of the above
46. True or false? To manage disagreement constructively, it’s important to understand both linear and non-linear thinkers and appreciate both ways of thinking.
- A. True

- B. False
- 47. True or false? Dealing with conflict effectively requires that you replace your natural style with specific and targeted strategies.
 - A. True
 - B. False
- 48. Making a decision based on a hunch is an example of:
 - A. Linear thinking
 - B. Non-linear thinking
 - C. Both linear and non-linear thinking
 - D. None of the above
- 49. Basing a decision on the thought that “they won’t miss it” exemplifies which form of reasoning?
 - A. Reciprocity
 - B. Fairness
 - C. Rationalized justification
 - D. Humanism
- 50. True or false? The Dominating approach is useful when someone tries to circumvent a rule established to ensure safety or security.
 - A. True
 - B. False

Assessment Answer Key for
Conflict Management
, Fourth Edition

Recommended response (corresponding workbook page)

1. A (2)	14. B (32)	27. A (57)	40. A (51)
2. A (9)	15. B (37)	28. A (67)	41. A (51)
3. B (9)	16. B (37)	29. A (24)	42. B (43)
4. A (9)	17. A (44)	30. A (25)	43. A (43)
5. A (23)	18. D (45)	31. D (30)	44. A (44)
6. A (23)	19. D (68)	32. A (43)	45. D (9)
7. A (23)	20. C (51)	33. B (43)	46. A (44)
8. B (9)	21. G (57)	34. A (43)	47. A (33)
9. A (24)	22. A (57)	35. B (43)	48. B (44)
10. A (25)	23. B (57)	36. C (45)	49. C (51)
11. B (26)	24. C (57)	37. A (45)	50. A (26)
12. A (25)	25. B (57)	38. D (51)	
13. A (30)	26. C (57)	39. B (51)	