



**SYMBIOTICS**

Conflict Handling



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The following pages provide an example of  
our **Conflict Handling report**

This type of report should be interpreted by  
Symbiotics or a certified individual using  
our supplied Report Interpretation Guide

The Conflict Handling questionnaire assesses the candidate's style when confronted with conflict and how they approach challenge from four core perspectives. Whilst there is no single correct strategy for every situation or eventuality, certain approaches can be more effective to successful resolution and de-escalation of disagreements and disputes, whilst others can prove negative and inflammatory.

### Negotiation Strategy

Candidate's reporting a strong tendency towards this style of conflict resolution are often calm and measured in their approach; they are able to put their own opinions to one side and can see the perspective of others; they are able to maintain the big picture and understand the need to give and take without becoming entrenched or emotional. People who have a low score for negotiation skills can unwittingly create tension by appearing narrow, biased and uncompromising. High score should indicate the candidate is articulate and may have a strong but quiet presence that they can use for positive influence.

### Avoidance Strategy

Candidate's reporting a strong tendency towards this style of conflict resolution are often placid, easy going individuals who feel the need to please or lack courage of their convictions. They can avoid through humour, by denying the conflict exists or by simply walking away. Generally this is a form of non-management of conflict so the issue is not addressed. They will be acquiescent even if in disagreement and will delegate controversial decisions. While this style can be appropriate for trivial issues or when the cost of intervening in a situation is too high, generally it is counter-productive, increasing stress potentially leading to further conflict.

### Confrontation Strategy

Candidate's reporting a strong tendency towards this style of conflict resolution can often react too aggressively, mistaking this for assertiveness. While this style is helpful in emergencies when quick or unpopular decisions need to be made, it can leave others feeling resentful. They have the potential to be highly emotional in their response and can fail to recognise the concerns or needs of others, prioritising their own needs and lacking cooperation. This approach can be counter-productive as it can create negative reactions in the other parties, so exacerbating the situation through resentment or reciprocated anger; a dominant approach can exacerbate the instability of situations and lead to more hostility.

### Collaboration Strategy

Candidate's reporting a strong tendency towards this style of conflict resolution can be effective through being inclusive and supportive rather than combative; however, they can be reluctant to take responsibility and where possible will prefer to defer to others and not allow their own voice to be heard. Although they have the potential to make more effective team-workers they can be highly fearful of hostility in others and are more likely as a result to listen and accept others' views and decisions without trying to help resolve or mitigate negative situations.

## Candidate Results :

Overall :

 Average

Can show variability and inconsistency in their management of conflict, but have the potential to adjust their style appropriately to meet situation demands.



Key:  Ideal Profile  Candidate Profile

### High Score

Positive: Negotiate, Collaborative  
Negative: Confront, Avoid

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Sample  
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