



**Interactive PDF using
the Thomas-Kilmann
Instrument**

Introduction

Introduction

This interactive PDF is a demonstration of how Adobe Acrobat DC can be used to create interactive content for learners.

This is an excerpt from a larger training program that was created for a client. The reason for creating this was to mitigate the need to print participant workbooks for learners attending virtual training sessions.

This example has been re-branded and focusses on a small component of the participant workbook.

The demonstration

This demonstration will showcase:

- The ability for the PDF to carry information from one section of the document to another.
- The ability of the PDF to calculate a self-scorable exercise automatically so the learner can see the results instantly.
- The ability for the learner to input their reflections, comments and activity-based answers into the document.



We're building a form

Let's start with your name

Type your name here:

By typing your name in the field above, the PDF is going to store this information within the document (it doesn't get stored anywhere else) and re-generate it when we ask it to. Essentially, we are building a form.

Behind the scenes, the field above is given a unique field name. Whenever I use this field name in the document, it will produce the input you have put in here.

We'll see this on a page later in this document!



Conflict styles

The Thomas-Kilmann Instrument

The Thomas-Kilmann Instrument is designed to measure a person's behavior in conflict situations. "Conflict situations" are those in which the concerns of two people appear to be incompatible.

In such conflict situations, we can describe an individual's behavior along two dimensions:

(1) **assertiveness**, the extent to which the person attempts to satisfy his/her own concerns; and

(2) **cooperativeness**, the extent to which the person attempts to satisfy the other person's concerns.

These two underlying dimensions of human behavior (assertiveness and cooperativeness) can then be used to define five different modes for responding to conflict situations:



Thomas Kilmann (2009) – Conflict Mode Model

Behaviours and conflict

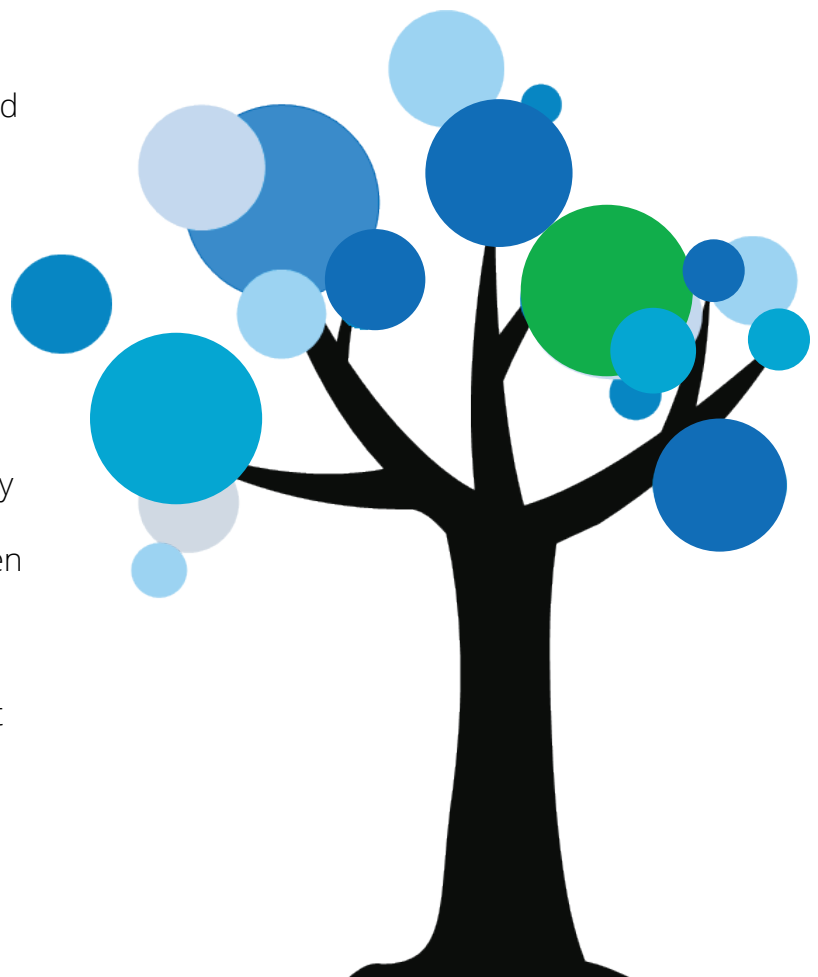
Accommodating
Avoiding
Collaborating
Competing
Compromising

Each of these styles differs in the relative amount of assertiveness and cooperation used to handle the conflict.

Constructive conflict management requires the ability to look at a situation and choose the most effective communication style to address the issue.

Most people use one or two communications styles preferentially when faced with difficult conversations and behaviours. When a person tends to use their two preferred styles, they become overused and unwanted situations arise where certain conflicts are not resolved effectively.

After taking the Thomas-Kilmann Instrument, you will have a better ability to assess when to use each style appropriately.



A sample self-scorable tool

For the purposes of this demonstration, I'm not using the actual questions in the Thomas-Kilmann Instrument.

For each statement, indicate how often you demonstrate the behaviour in a conflict situation.

Use a scale of 1 to 5 where:

- 1 = rarely
- 2 = not often
- 3 = sometimes
- 4 = often
- 5 = very often



Item	Statement	Your rating
1	This is a sample statement relating to item 1, which will appear on the next page.	
2	This is a sample statement relating to item 2, which will appear on the next page.	
3	This is a sample statement relating to item 3, which will appear on the next page.	
4	This is a sample statement relating to item 4, which will appear on the next page.	
5	This is a sample statement relating to item 5, which will appear on the next page.	
6	This is a sample statement relating to item 6, which will appear on the next page.	
7	This is a sample statement relating to item 7, which will appear on the next page.	
8	This is a sample statement relating to item 8, which will appear on the next page.	
9	This is a sample statement relating to item 9, which will appear on the next page.	
10	This is a sample statement relating to item 10, which will appear on the next page.	
11	This is a sample statement relating to item 11, which will appear on the next page.	
12	This is a sample statement relating to item 12, which will appear on the next page.	
13	This is a sample statement relating to item 13, which will appear on the next page.	
14	This is a sample statement relating to item 14, which will appear on the next page.	
15	This is a sample statement relating to item 15, which will appear on the next page.	
16	This is a sample statement relating to item 16, which will appear on the next page.	
17	This is a sample statement relating to item 17, which will appear on the next page.	
18	This is a sample statement relating to item 18, which will appear on the next page.	
19	This is a sample statement relating to item 19, which will appear on the next page.	
20	This is a sample statement relating to item 20, which will appear on the next page.	



Your results

Scores from your self-scorable activity

Competing		Accommodating		Compromising		Avoiding		Collaborating	
Item	Score	Item	Score	Item	Score	Item	Score	Item	Score
6		1		2		3		5	
10		11		8		4		7	
14		16		9		13		12	
15		19		18		20		17	
TOTAL		TOTAL		TOTAL		TOTAL		TOTAL	

Your conflict style

What is your primary conflict style?

What is your secondary style?

Reflect on your primary and secondary styles and think about how well they have suited you in recent conflicts. Record your insights:

Interpreting your conflict style

Your name:

Your primary conflict style:

Your secondary conflict style:

Accommodating is unassertive and cooperative—the complete opposite of competing. When accommodating, the individual neglects his own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. Accommodating might take the form of passivity, selfless generosity or charity, obeying another person's demands when you would prefer not to, or yielding to another's point of view.

Avoiding is unassertive and uncooperative—the person neither pursues his own concerns nor those of the other individual. Thus, he does not deal with the conflict. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation.

Collaborating is both assertive and cooperative—the complete opposite of avoiding. Collaborating involves an attempt to work with others to find some solution that fully satisfies their concerns. It means digging into an issue to pinpoint the underlying needs and wants of the two individuals. Collaborating between two persons might take the form of exploring a disagreement to learn from each other's insights or trying to find a creative solution to an interpersonal problem.

Competing is assertive and uncooperative where an individual pursues his own concerns at the other person's expense. This is a power-oriented mode in which you use whatever power seems appropriate to win your own position, your ability to argue, your rank, or economic sanctions. Competing means "standing up for your rights," defending a position which you believe is correct, or simply trying to win.

Compromising is moderate in both assertiveness and cooperativeness. The objective is to find some expedient, mutually acceptable solution that partially satisfies both parties. It falls intermediate between competing and accommodating. Compromising gives up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding, but does not explore it in as much depth as collaborating. In some situations, compromising might mean splitting the difference between the two positions, exchanging concessions, or seeking a quick middle-ground solution.

Each of us is capable of using all five conflict-handling modes. None of us can be characterized as having a single style of dealing with conflict. But certain people use some modes better than others and, therefore, tend to rely on those modes more heavily than others—whether because of temperament or practice.

Management Concepts, Inc.
Thomas, Kenneth, and Kilmann, Ralph (2005),
Thomas-Kilmann Conflict Mode Instrument, Consulting Psychologists Press (CPP), Palo Alto, CA