

# Conflict Management Self-Diagnostic

Constructive Conflict Management	Dysfunctional Conflict Management
<input type="checkbox"/> Do people feel comfortable exploring the reasons and unspoken assumptions behind disagreements?	<input type="checkbox"/> Do people agree during meetings, then go back to their offices and start lobbying to undermine the decision?
<input type="checkbox"/> Is there a common skill set/framework for managing conflict?	<input type="checkbox"/> Do people get excluded from meetings because they might disagree?
<input type="checkbox"/> Is conflict used to help surface the best possible ideas?	<input type="checkbox"/> Are controversial decisions, or communications about controversial decisions, made more ambiguous to make them more acceptable?
<input type="checkbox"/> Are conflicts viewed as opportunities for innovation?	<input type="checkbox"/> Are conflicts resolved through compromises that later unravel and drive more conflict?
<input type="checkbox"/> Does the team strive to find innovative ways to integrate conflicting ideas into better solutions?	<input type="checkbox"/> Do decisions get revisited and remade at the first sign of conflict?
<input type="checkbox"/> Is the team able to disagree, but commit to decisions once made?	<input type="checkbox"/> Are leaders and managers often frustrated that the work products their staff produce fail to meet expectations?
<input type="checkbox"/> Is collective success, even if it requires disproportionate sacrifice, the baseline expectation?	<input type="checkbox"/> Are employees complaining that priorities and expectations are unclear?
<input type="checkbox"/> Are people evaluated based on the group's success and their contribution to group success, and not just individual or functional results?	<input type="checkbox"/> Do people get frustrated with ongoing dialogue and become reluctant to discuss the issues?
<input type="checkbox"/> Are leaders, managers, and employees able to communicate overall goals, objectives, and priorities in an aligned and consistent manner?	<input type="checkbox"/> Do team members complain behind closed doors that other team members are being unreasonable?
<input type="checkbox"/> Are there serious consequences for destructive behaviors like bullying and passive-aggressiveness regardless of level and talent?	<input type="checkbox"/> Do cross-functional teams struggle to make tradeoffs that might benefit one function at the expense of another?
<input type="checkbox"/> Is the organization capable of successfully resolving most situations without escalating issues to the most senior leadership?	<input type="checkbox"/> When things go wrong, do people try to deflect blame? <input type="checkbox"/> In exit interviews, do departing staff complain about poor guidance or communication from their managers?