Thomas-Kilmann Conflict Mode Instrument

Validity information

Evidence for the validity of the TKI tool

The TKI measures preferences for five different styles of handling conflict, called conflict modes: Competing, Collaborating, Compromising, Accommodating and Avoiding. The five modes are described along two dimensions: Assertiveness, or the extent to which a person tries to satisfy their own concerns; and Cooperativeness, or the extent to which they try to satisfy the concerns of another person:

- Competing: assertive and not cooperative
- Collaborating: assertive and cooperative
- Compromising: in the middle on both dimensions
- Accommodating: cooperative and not assertive
- Avoiding: neither assertive nor cooperative

The current norm sample for the TKI consists of 8,000 employed individuals (50% women, 50% men) who completed the assessment between 2002 and 2005. The respondents were chosen to roughly approximate the distribution of organisational levels of users of the TKI assessment. The norm sample was also chosen to mirror the ethnic distribution of the US workforce as closely as possible. Initial analyses on the norm sample indicate that median differences on TKI scores between men and women, different ethnic groups, organisational levels, and educational levels are negligible in terms of practical importance (Schaubhut, 2007).

Several studies have supported the validity of the TKI (Ben Yoav & Banai, 1992; Van de Vliert & Kabanoff, 1990). Other research has been conducted on the relationship of the TKI with the MBTI® assessment (Johnson, 1997; Percival, Smitheram, & Kelly, 1992), as well as on constructs such as behavioural patterns (Volkema & Bergmann, 1995) and organisational communication styles (Morley & Shockley-Zalabak, 1986).

References

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