**Rahim Organizational Conflict Inventory–II, Form C**

|  |  |
| --- | --- |
|  | Διαφωνώ απόλυτα – Συμφωνώ απολυτα |
| 1. Προσπαθώ να εξετάζω ένα πρόβλημα με τους συναδέλφους μου, ώστε να βρούμε μια λύση αποδεκτή από εμάς  | 1 2 3 4 5 |
| 2. Γενικότερα, προσπαθώ να ικανοποιώ τις ανάγκες των συναδέλφων μου  | 1 2 3 4 5 |
| 3.Επιδιώκω να αποφεύγω να βρίσκομαι στο επίκεντρο και προσπαθώ να μην εξωτερικεύω τις συγκρούσεις με τους συναδέλφους μου  | 1 2 3 4 5 |
| 4. Προσπαθώ να ενσωματώνω τις ιδέες μου σε αυτές των συναδέλφων μου ώστε να προκύπτει μια κοινή απόφαση | 1 2 3 4 5 |
| 5. Προσπαθώ να συνεργάζομαι με τους ανωτέρους μου βρίσκοντας λύσεις σε προβλήματα που ικανοποιούν τις προσδοκίες μας | 1 2 3 4 5 |
| 6. Συνήθως αποφεύγω τις ανοιχτές συζητήσεις των διαφορών μου με τους συναδέλφους | 1 2 3 4 5 |
| 7. Προσπαθώ να βρω μια μέση οδό για την επίλυση ενός αδιεξόδου | 1 2 3 4 5 |
| 8. Χρησιμοποιώ την επιρροή μου για να γίνουν αποδεκτές οι ιδέες μου | 1 2 3 4 5 |
| 9. Χρησιμοποιώ την εξουσία μου για την λήψη μιας απόφασης που με εξυπηρετεί | 1 2 3 4 5 |
| 10. Συνήθως υποχωρώ στις επιθυμίες των συναδέλφων μου | 1 2 3 4 5 |
| 11. Συνήθως προσαρμόζομαι στις επιθυμίες των συναδέλφων μου | 1 2 3 4 5 |
| 12. Ανταλλάσσω ακριβείς πληροφορίες με τους συναδέλφους μου για να επιλύσουμε ένα πρόβλημα μαζί | 1 2 3 4 5 |
| 13. Συνήθως επιτρέπω παραχωρήσεις στους συνομηλίκους μου | 1 2 3 4 5 |
| 14. Συνήθως προτείνω μια μέση λύση για να ξεφύγουμε από αδιέξοδα | 1 2 3 4 5 |
| 15. Διαπραγματεύομαι με τους συναδέλφους μου ώστε να καταλήξουμε σε μια συμβιβαστική λύση | 1 2 3 4 5 |
| 16. Προσπαθώ να αποφεύγω τις διαφωνίες με τους συναδέλφους μου | 1 2 3 4 5 |
| 17. Προσπαθώ να αποφεύγω τις τυχαίες συναντήσεις με τους συναδέλφους μου | 1 2 3 4 5 |
| 18. Χρησιμοποιώ την εξειδίκευσή μου προκειμένου να λαμβάνονται αποφάσεις που με εξυπηρετούν | 1 2 3 4 5 |
| 19. Συνήθως δέχομαι τις προτάσεις των συναδέλφων μου | 1 2 3 4 5 |
| 20. Δίνω και παίρνω ώστε να επιτυγχάνεται κάποιου είδος συμβιβασμός με τους συναδέλφους μου | 1 2 3 4 5 |
| 21. Συνήθως επιμένω στην δική μου οπτική επί του ζητήματος | 1 2 3 4 5 |
| 22. Προσπαθώ να θέτω δημόσια όλες τις ανησυχίες μας ώστε τα ζητήματα που προκύπτουν να επιλύονται με τον καλύτερο δυνατό τρόπο | 1 2 3 4 5 |
| 23. Συνεργάζομαι με τους συναδέλφους μου προκειμένου να παρθούν αποφάσεις αποδεκτές από όλους | 1 2 3 4 5 |
| 24. Προσπαθώ να ικανοποιώ τις προσδοκίες των συναδέλφων μου | 1 2 3 4 5 |
| 25. Κάποιες φορές χρησιμοποιώ την εξουσία μου για να κερδίσω μια ανταγωνιστική κατάσταση | 1 2 3 4 5 |
| 26. Προσπαθώ να μην εξωτερικεύω την όποια διαφωνία με τους συναδέλφους μου ούτως ώστε να αποφύγω αρνητικά συναισθήματα | 1 2 3 4 5 |
| 27. Προσπαθώ να συνεργάζομαι με τους συναδέλφους μου για τη σωστή κατανόηση του προβλήματος | 1 2 3 4 5 |
| 28. Προσπαθώ να αποφεύγω δυσάρεστες συζητήσεις με τους συναδέλφους μου | 1 2 3 4 5 |

# Rahim Organizational Conflict Inventory–II, Form A

## Strictly Confidential

Please check the appropriate box after each statement, to indicate *how you handle your disagreement or conflict with your supervisor*. Try to recall as many recent conflict situations as possible in ranking these statements.

 *Strongly* *Strongly*

 *Disagree* *Agree*

1 2 3 4 5

1. I try to investigate an issue with my supervisor to find a solution acceptable to us. ............. o o o o o
2. I generally try to satisfy the needs of my supervisor. ............................................................ o o o o o
3. I attempt to avoid being "put on the spot" and try to keep my conflict with my

 supervisor to myself. ............................................................................................................. o o o o o

1. I try to integrate my ideas with those of my supervisor to come up with a decision jointly. o o o o o
2. I try to work with my supervisor to find solution to a problem that satisfies our expectations. o o o o o
3. I usually avoid open discussion of my differences with my supervisor. ............................... o o o o o
4. I try to find a middle course to resolve an impasse. .............................................................. o o o o o
5. I use my influence to get my ideas accepted. ........................................................................ o o o o o
6. I use my authority to make a decision in my favor. .............................................................. o o o o o
7. I usually accommodate the wishes of my supervisor. ........................................................... o o o o o
8. I give in to the wishes of my supervisor. ............................................................................... o o o o o
9. I exchange accurate information with my supervisor to solve a problem together. .............. o o o o o
10. I usually allow concessions to my supervisor. ...................................................................... o o o o o
11. I usually propose a middle ground for breaking deadlocks. .................................................. o o o o o
12. I negotiate with my supervisor so that a compromise can be reached. .................................. o o o o o
13. I try to stay away from disagreement with my supervisor. ................................................... o o o o o
14. I avoid an encounter with my supervisor. ............................................................................. o o o o o
15. I use my expertise to make a decision in my favor. .............................................................. o o o o o
16. I often go along with the suggestions of my supervisor. ....................................................... o o o o o
17. I use "give and take" so that a compromise can be made. ..................................................... o o o o o
18. I am generally firm in pursuing my side of the issue. ........................................................... o o o o o
19. I try to bring all our concerns out in the open so that the issues can be resolved in the

 best possible way. ................................................................................................................. o o o o o

1. I collaborate with my supervisor to come up with decisions acceptable to us. ..................... o o o o o
2. I try to satisfy the expectations of my supervisor. ................................................................. o o o o o
3. I sometimes use my power to win a competitive situation. ................................................... o o o o o
4. I try to keep my disagreement with my supervisor to myself in order to avoid hard feelings. o o o o o
5. I try to avoid unpleasant exchanges with my supervisor. ...................................................... o o o o o
6. I try to work with my supervisor for a proper understanding of a problem. ......................... o o o o o

# Scoring Key \*

Rating Scale: Strongly Agree = 5

 Strongly Disagree = 1

## 1. Collaborating Style

 (Average your responses to Items)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **1**  | **4**  | **5**  | **12**  | **22**  | **23**  | **28**  |
|    |   |   |   |   |   |   |

|  |
| --- |
| **Average Score**  |
|   |

|  |
| --- |
| **Total**  |
|   |

 = Total/ # of =

responses

## 2. Accommodating Style

 (Average your responses to Items)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **2**  | **10**  | **11**  | **13**  | **19**  | **24**  |
|    |   |   |   |   |   |

|  |
| --- |
| **Average Score**  |
|   |

|  |
| --- |
| **Total**  |
|   |

 = Total/ # of =

responses

## 3. Competing Style

 (Average your responses to Items)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **8**  | **9**  | **18**  | **21**  | **25**  |
|    |   |   |   |   |

|  |
| --- |
| **Average Score**  |
|   |

|  |
| --- |
| **Total**  |
|   |

 = Total/ # of =

responses

## 4. Avoiding style

 (Average your responses to Items)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **3**  | **6**  | **16**  | **17**  | **26**  | **27**  |
|    |   |   |   |   |   |

|  |
| --- |
| **Total**  |
|   |

|  |
| --- |
| **Average Score**  |
|   |

 = Total/ # of =

responses

## 5. Compromising style

 (Average your responses to Items)

|  |  |  |  |
| --- | --- | --- | --- |
| **7**  | **14**  | **15**  | **20**  |
|    |   |   |   |

|  |
| --- |
| **Total**  |
|   |

|  |
| --- |
| **Average Score**  |
|   |

 = Total/ # of =

responses

\*Adapted from ROCI-II, Form A Scoring Key

## Rahim Organizational Conflict Inventory–II, Form B

### Strictly Confidential

Please check the appropriate box after each statement, to indicate *how you handle your disagreement or conflict with your subordinates*. Try to recall as many recent conflict situations as possible in ranking these statements.

 *Strongly* *Strongly*

 *Disagree* *Agree*

1 2 3 4 5

1. I try to investigate an issue with my subordinates to find a solution acceptable to us. ......... o o o o o
2. I generally try to satisfy the needs of my subordinates. ........................................................ o o o o o
3. I attempt to avoid being "put on the spot" and try to keep my conflict with my

 subordinates to myself. ......................................................................................................... o o o o o

1. I try to integrate my ideas with those of my subordinates to come up with a decision jointly. o o o o o
2. I try to work with my subordinates to find solution to a problem that satisfies our expectations. o o o o o
3. I usually avoid open discussion of my differences with my subordinates. ........................... o o o o o
4. I try to find a middle course to resolve an impasse. .............................................................. o o o o o
5. I use my influence to get my ideas accepted. ........................................................................ o o o o o
6. I use my authority to make a decision in my favor. .............................................................. o o o o o
7. I usually accommodate the wishes of my subordinates. ........................................................ o o o o o
8. I give in to the wishes of my subordinates. ........................................................................... o o o o o
9. I exchange accurate information with my subordinates to solve a problem together. ........... o o o o o
10. I usually allow concessions to my subordinates. ................................................................... o o o o o
11. I usually propose a middle ground for breaking deadlocks. .................................................. o o o o o
12. I negotiate with my subordinates so that a compromise can be reached. .............................. o o o o o
13. I try to stay away from disagreement with my subordinates. ................................................ o o o o o
14. I avoid an encounter with my subordinates. .......................................................................... o o o o o
15. I use my expertise to make a decision in my favor. .............................................................. o o o o o
16. I often go along with the suggestions of my subordinates. ................................................... o o o o o
17. I use "give and take" so that a compromise can be made. ..................................................... o o o o o
18. I am generally firm in pursuing my side of the issue. ........................................................... o o o o o
19. I try to bring all our concerns out in the open so that the issues can be resolved in the

 best possible way. ................................................................................................................. o o o o o

1. I collaborate with my subordinates to come up with decisions acceptable to us. .................. o o o o o
2. I try to satisfy the expectations of my subordinates. ............................................................. o o o o o
3. I sometimes use my power to win a competitive situation. ................................................... o o o o o
4. I try to keep my disagreement with my subordinates to myself in order to avoid hard feelings. o o o o o
5. I try to avoid unpleasant exchanges with my subordinates. .................................................. o o o o o
6. I try to work with my subordinates for a proper understanding of a problem. ...................... o o o o o

# Scoring Key \*

Rating Scale: Strongly Agree = 5

 Strongly Disagree = 1

## 1. Collaborating Style

 (Average your responses to Items)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **1**  | **4**  | **5**  | **12**  | **22**  | **23**  | **28**  |
|    |   |   |   |   |   |   |

|  |
| --- |
| **Average Score**  |
|   |

|  |
| --- |
| **Total**  |
|   |

 = Total/ # of =

responses

## 2. Accommodating Style

 (Average your responses to Items)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **2**  | **10**  | **11**  | **13**  | **19**  | **24**  |
|    |   |   |   |   |   |

|  |
| --- |
| **Average Score**  |
|   |

|  |
| --- |
| **Total**  |
|   |

 = Total/ # of =

responses

## 3. Competing Style

 (Average your responses to Items)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **8**  | **9**  | **18**  | **21**  | **25**  |
|    |   |   |   |   |

|  |
| --- |
| **Average Score**  |
|   |

|  |
| --- |
| **Total**  |
|   |

 = Total/ # of =

responses

## 4. Avoiding style

 (Average your responses to Items)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **3**  | **6**  | **16**  | **17**  | **26**  | **27**  |
|    |   |   |   |   |   |

|  |
| --- |
| **Total**  |
|   |

|  |
| --- |
| **Average Score**  |
|   |

 = Total/ # of =

responses

## 5. Compromising style

 (Average your responses to Items)

|  |  |  |  |
| --- | --- | --- | --- |
| **7**  | **14**  | **15**  | **20**  |
|    |   |   |   |

|  |
| --- |
| **Total**  |
|   |

|  |
| --- |
| **Average Score**  |
|   |

 = Total/ # of =

responses

\*Adapted from ROCI-II, Scoring Key

## Rahim Organizational Conflict Inventory–II, Form C

### Strictly Confidential

Please check the appropriate box after each statement, to indicate *how you handle your disagreement or conflict with your peers*. Try to recall as many recent conflict situations as possible in ranking these statements.

 *Strongly* *Strongly*

 *Disagree* *Agree*

1 2 3 4 5

1. I try to investigate an issue with my peers to find a solution acceptable to us. ..................... o o o o o
2. I generally try to satisfy the needs of my peers. .................................................................... o o o o o
3. I attempt to avoid being "put on the spot" and try to keep my conflict with my

 peers to myself. ..................................................................................................................... o o o o o

1. I try to integrate my ideas with those of my peers to come up with a decision jointly. ........ o o o o o
2. I try to work with my peers to find solution to a problem that satisfies our expectations. .... o o o o o
3. I usually avoid open discussion of my differences with my peers. ....................................... o o o o o
4. I try to find a middle course to resolve an impasse. .............................................................. o o o o o
5. I use my influence to get my ideas accepted. ........................................................................ o o o o o
6. I use my authority to make a decision in my favor. .............................................................. o o o o o
7. I usually accommodate the wishes of my peers. ................................................................... o o o o o
8. I give in to the wishes of my peers. ....................................................................................... o o o o o
9. I exchange accurate information with my peers to solve a problem together. ...................... o o o o o
10. I usually allow concessions to my peers. .............................................................................. o o o o o
11. I usually propose a middle ground for breaking deadlocks. .................................................. o o o o o
12. I negotiate with my peers so that a compromise can be reached. .......................................... o o o o o
13. I try to stay away from disagreement with my peers. ............................................................ o o o o o
14. I avoid an encounter with my peers. ..................................................................................... o o o o o
15. I use my expertise to make a decision in my favor. .............................................................. o o o o o
16. I often go along with the suggestions of my peers. ............................................................... o o o o o
17. I use "give and take" so that a compromise can be made. ..................................................... o o o o o
18. I am generally firm in pursuing my side of the issue. ........................................................... o o o o o
19. I try to bring all our concerns out in the open so that the issues can be resolved in the

 best possible way. ................................................................................................................. o o o o o

1. I collaborate with my peers to come up with decisions acceptable to us. ............................. o o o o o
2. I try to satisfy the expectations of my peers. ......................................................................... o o o o o
3. I sometimes use my power to win a competitive situation. ................................................... o o o o o
4. I try to keep my disagreement with my peers to myself in order to avoid hard feelings. ...... o o o o o
5. I try to avoid unpleasant exchanges with my peers. .............................................................. o o o o o
6. I try to work with my peers for a proper understanding of a problem. .................................. o o o o o

# Scoring Key \*

Rating Scale: Strongly Agree = 5

 Strongly Disagree = 1

## 1. Collaborating Style

 (Average your responses to Items)

|  |
| --- |
| **Average Score**  |
|   |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **1**  | **4**  | **5**  | **12**  | **22**  | **23**  | **28**  | =  | **Total**  |
|    |   |   |   |   |   |   |   |

Total/ # of = responses

## 2. Accommodating Style

 (Average your responses to Items)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **2**  | **10**  | **11**  | **13**  | **19**  | **24**  |
|    |   |   |   |   |   |

|  |
| --- |
| **Average Score**  |
|   |

|  |
| --- |
| **Total**  |
|   |

 = Total/ # of =

 responses

## 3. Competing Style

 (Average your responses to Items)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **8**  | **9**  | **18**  | **21**  | **25**  |
|    |   |   |   |   |

|  |
| --- |
| **Average Score**  |
|   |

|  |
| --- |
| **Total**  |
|   |

 = Total/ # of =

 responses

## 4. Avoiding style

 (Average your responses to Items)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **3**  | **6**  | **16**  | **17**  | **26**  | **27**  |
|    |   |   |   |   |   |

|  |
| --- |
| **Total**  |
|   |

|  |
| --- |
| **Average Score**  |
|   |

 = Total/ # of =

 responses

## 5. Compromising style

 (Average your responses to Items)

|  |  |  |  |
| --- | --- | --- | --- |
| **7**  | **14**  | **15**  | **20**  |
|    |   |   |   |

|  |
| --- |
| **Total**  |
|   |

|  |
| --- |
| **Average Score**  |
|   |

= Total/ # of =

 responses

\*Adapted from ROCI-II, Scoring Key