

Four styles of conflict management

Personal goals and relations

LION Competitive

Commitment to personal goals: HIGH
Commitment to relations: LOW



The **LION** forces others to accept things their way. Lions do not take feelings of others into account. They believe that conflicts are settled by one person winning and the other(s) losing. The lion wants to win.

OWL Collaborative

Commitment to personal goals: HIGH
Commitment to relations: HIGH



The **OWL** confronts openly and fairly. Is optimistic about conflict. Begins a discussion by identifying the wishes of all parties. Is never satisfied until a solution is found for all. When owls talk it may come across as strong, but they listen carefully and kindly.

TURTLE Avoiding

Commitment to personal goals: LOW
Commitment to relations: LOW



The **TURTLE** withdraws. Turtles believe it is hopeless to try to resolve conflict. They avoid people and issues that may cause conflict. They make no effort to reach their goals or those of others. There is little chance to discuss things with the turtle.

TEDDY BEAR Accommodating

Commitment to personal goals: LOW
Commitment to relations: HIGH



The **TEDDY BEAR** wants to be liked and accepted. Teddy bears are quick to accommodate others and disregard their needs because they believe that asking others to meet those needs will harm the relationship. The teddy bear listens and agrees.