

# The TKI Tool

## More Than Conflict Management



Practical Ways to Use the TKI to Maximise  
Organisational Performance

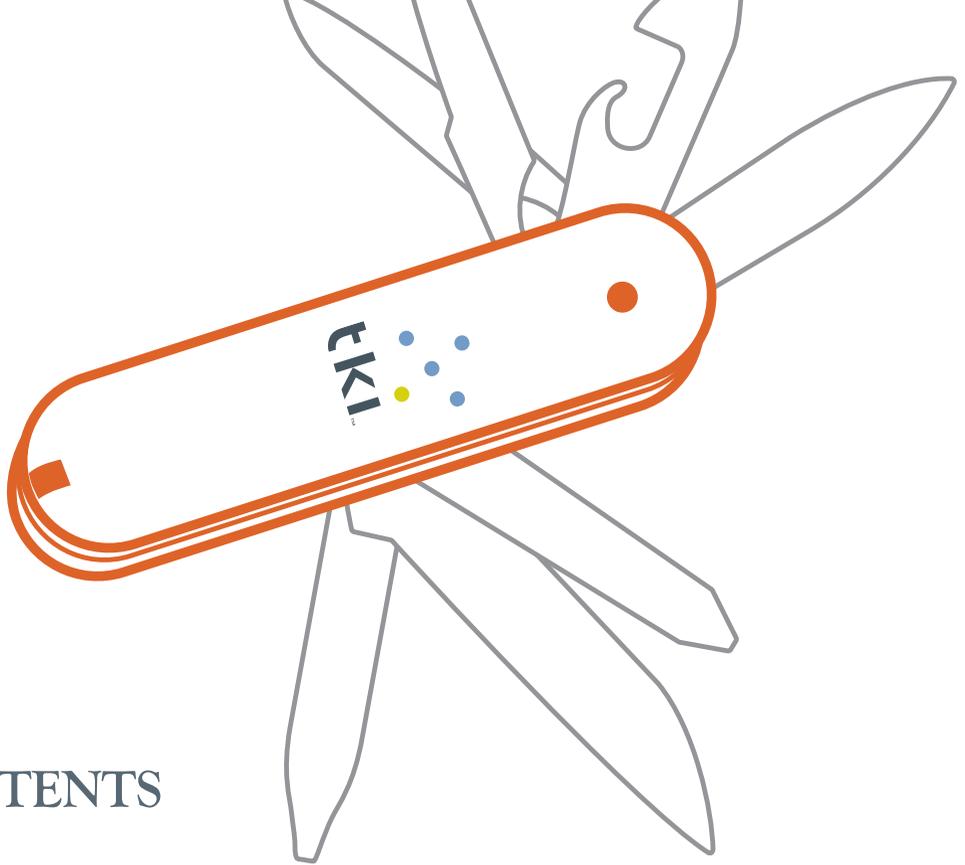




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SO MUCH MORE THAN CONFLICT MANAGEMENT

# Organisational Challenges No Match for the TKI

You probably know that the *Thomas-Kilmann Conflict Mode Instrument* (TKI), the world's best-selling conflict management assessment, helps people understand how different conflict-handling styles affect interpersonal and group dynamics – and how they can choose the appropriate style for any situation.

Need a TKI refresher? Watch this entertaining video illustrating four tips for conflict management.



<http://bit.ly/4tipsforconflictmgmt>

What you may not know is that the TKI can be used for so much more than resolving conflict. For example, this powerful tool helps organisations address challenges such as:

- ◆ Improving communication
- ◆ Boosting influence and persuasion capabilities
- ◆ Increasing engagement
- ◆ Retaining employees
- ◆ Reducing overall costs of increasing team efficiency

## U.S. Cellular Corp. Creates Quicker Paths to Business Results

“The TKI has helped our people ‘lean in’ to conflict to gain better understanding [of the situation], expand perspective, and create quicker paths to business results.”

Maureen Talley

*Organizational Development Consultant,  
U.S. Cellular Corp.*

## Retail Company Associates Learn to Effectively Influence Supervisors

“In our experience, the TKI helps associates who have an avoiding/accommodating style learn to more effectively influence supervisors, who usually have a preference for competing.”

*Learning Development Director,  
S&P 500 Retail Company*

## Training and Consultancy Firm Helps People Take Control and Choose Responses

“We use TKI to help build awareness of how people react to conflict. It allows us to help people take more control and choose their responses in tough situations.”

*Director,  
rogenSi*

# Get to Know the TKI Up Close and Personal

In addition to helping organisations, the TKI can also serve as a personal improvement tool to help you:

- ◆ **Deal with change.** Change and conflict are generally a package deal. Using the TKI to understand the different conflict-handling behaviours can help you improve communication, which paves the way for everyone to find solutions, achieve business goals and decrease stress.
- ◆ **Work better in teams.** Team dynamics are everything in business. The TKI can improve how your team functions by helping members reconcile differences and collaborate more effectively.
- ◆ **Develop your leadership capabilities.** The TKI helps you become a better leader by giving you the tools and skills you need to manage change and conflict.

In this video, TKI co-author Dr. Ralph Kilmann discusses why it's important for leaders to be aware of their conflict-handling modes.



[http://bit.ly/leadership\\_conflict](http://bit.ly/leadership_conflict)

- ◆ **Improve your performance.** In today's competitive environment, organisations need people who are dedicated to continuous improvement in themselves and others. The

TKI helps you identify and eliminate barriers to effective performance and communication.

- ◆ **Increase self-awareness, manage stress.** Learning about your preferred conflict-handling style and how you can use other styles in different situations will have a positive effect on your ability to manage stress.

## TKI Used in Physician Leadership Development Programs

“The *Thomas-Kilmann Conflict Mode Instrument* is used as a part of our physician leadership development programs. We’ve continued incorporating the TKI because it’s easy to use and understand and has validity.”

*Learning and Development Manager,  
Large Enterprise Healthcare Company*

## Enterprise Healthcare Company Uses TKI to Increase Employees’ Self-Awareness

“The TKI increases self-awareness for participants, who are then able to adapt their conflict-handling style more effectively depending on the situation.”

*Organizational Development Consultant,  
Large Enterprise Healthcare Company*

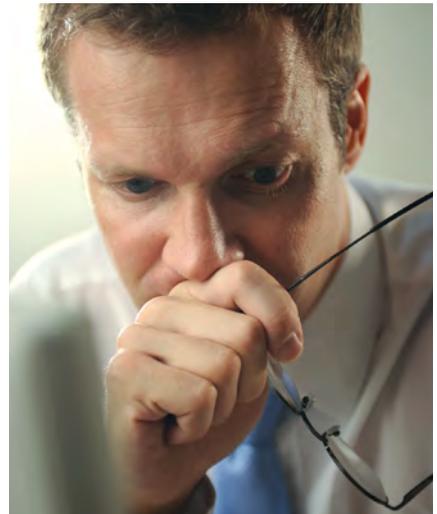


TWO INDUSTRY TRENDS PERFECT FOR THE TKI

## Trend #1: Change Management – The New Reality

In every industry, organisations are facing unprecedented challenges. Large-scale technological, economic and social change is forcing organisations to develop new strategies and insist that managers and employees alike develop the skills and acquire the tools they need to manage change effectively.

Organisational change is complex and stressful, and more often than not, it creates conflict. Plus, the perception of change is different at every level. The CEO may view change in terms of bottom-line and big-picture strategy. Managers may see it in terms of processes and outcomes. An hourly employee may be more concerned about workload and job security. Considering the many different ways people handle conflict, it's no wonder their first reaction to change is generally resistance.



In this video, TKI co-author Dr. Ralph Kilmann describes how he changed the culture at an organisation in Spain by teaching executives raised in a repressed society how to manage conflict by speaking up.



[http://bit.ly/changemgmt\\_conflict](http://bit.ly/changemgmt_conflict)

“If the rate of change on the outside exceeds the rate of change on the inside, then the end is near.”

Jack Welch  
*former CEO, General Electric*

The TKI helps organisations address change in many areas, including:

- ◆ Employee turnover
- ◆ Technology
- ◆ Products and marketing
- ◆ Customer relationships
- ◆ Organisational structure
- ◆ Integration
- ◆ Mission and strategy
- ◆ Culture
- ◆ Knowledge
- ◆ Policies and processes

## Nonprofit Managers Use TKI to Address Internal Changes and Challenges



Using the TKI, managers have been better able to address the changes within their departments and challenges their teams are facing.”

*Learning and Development Consultant,  
Nonprofit Organisation*

## Trend #2: Employee Engagement – No Longer Just a “Nice to Have”

Every year companies spend billions of dollars to keep their employees engaged – for good reason. When employees are engaged, challenged and meeting their growth goals, they are more committed to the organisation’s success and less likely to resign.

Retaining employees is important because a high turnover rate results in lower productivity, overworked staff and loss of institutional knowledge. Plus, there’s the high cost of recruiting, interviewing and training – some estimates are as high as 150 percent of the employee’s annual salary.

Employee engagement also has a dramatic impact on an organisation’s overall performance. **A 2013 Gallup research study\* found that the top 25% of teams (the best managed) have nearly 50% fewer accidents and 41% fewer quality defects than the bottom 25% (the worst managed) in any workplace.**



“The clearer employees become about their developmental needs and growth goals, and how they can get those needs met (both inside the workplace and out), the better both they and their employers can continue to keep them challenged, growing and engaged.”

*Cycles of Success: A Guide to Employee Engagement, Trending Technology, and Talent Management, CPP*

Despite these overwhelming benefits of engagement, Gallup research\* found that of the 100 million people in America in full-time jobs:

- ◆ **30 million (30%)** are engaged and inspired at work
- ◆ **20 million (20%)** are actively disengaged and actively spread discontent
- ◆ **The remaining 50 million (50%)** are not engaged

The TKI can help organisations engage employees by helping them deal with conflict. The tool is used to assess an employee’s typical behaviour in conflict situations and provide detailed information about how to effectively use five different conflict-handling modes, or styles. Equipped with this information, employees becomes less stressed, more inspired and inevitably more engaged.

“State of the American Workplace: Employee Engagement Insights for U.S. Business Leaders.” © 2013 Gallup, Inc.



SUCCESS STORIES TO INSPIRE YOU

# American Farm Bureau Federation Increases Leadership Effectiveness

## Challenge

- ◆ Increase leadership effectiveness

## Results

- ◆ Increased leadership effectiveness by increasing self-awareness of team members

“The TKI is a great instrument to use in training and development with our members. It is simple and easy to understand. It integrates well when using it in conjunction with the MBTI® assessment . . . it is a great way to add an additional layer of self-awareness for team members.”

John Torres

Director, Leadership Development,  
American Farm Bureau Federation

# PR/Marketing Agency Facilitates Remote Employee Communication

## Challenge

- ◆ Facilitate communication of remote employees working in four different geographic locations to enable faster decision making

## Results

- ◆ Improved speed of team decision making by 10%–30%
- ◆ Improved quality of strategy and content
- ◆ Increased client satisfaction

“Deciding on a single strategy from multiple contributors inevitably leads to conflict, especially when highly creative individuals are involved. It’s even more difficult when those individuals are working in four different cities and must come to consensus on a conference call. The TKI taught us how to recognise and respect our various ways of dealing with conflict, thus making it easier to reach common ground in less time.”

Mar Junge  
Principal, c3PR  
PR/Marketing Agency

# Global 500 Construction Company Decreases Organisational Conflict

## Challenges

- ◆ Decrease conflict within the organisation
- ◆ Increase employee satisfaction
- ◆ Improve communication
- ◆ Improve influence and persuasion capabilities of employees

## Results

- ◆ Improved team efficiency by 11%-20%
- ◆ Resolved team conflict
- ◆ Resolved peer-to-peer conflict
- ◆ Increased leadership effectiveness
- ◆ Resolved individual performance challenges
- ◆ Resolved team performance challenges

“We used the TKI in a first-pass training for our supervisors. This was a very strong tool that helped enable our supervisors to be better leaders.”

Professional at a Global 500  
Construction Company

# S&P 500 Financial Services Company Decreases Conflict

## Challenges

- ◆ Decrease conflict within the organisation
- ◆ Improve communication
- ◆ Improve influence and persuasion capabilities of employees

## Results

- ◆ Resolved team conflict
- ◆ Resolved peer-to-peer conflict
- ◆ Improved speed of team decision making
- ◆ Resolved team performance challenges
- ◆ Recouped its investment in the TKI in 12-24 months

“ I would recommend this tool to others, and I have. It’s easy to use, participants receive immediate results and it’s all coordinated electronically. I also like the feature of having a facilitator guide to use with the tool.”

*Professional at an S&P 500  
Financial Services Company*

# Educational Institution Improves Communication

## Challenges

- ◆ Improve communication
- ◆ Improve influence and persuasion capabilities of employees

## Results

- ◆ Recouped its investment in the TKI in 3-6 months.
- ◆ Decreased team conflict by 21-35%
- ◆ Resolved peer-to-peer conflict
- ◆ Increased leadership effectiveness
- ◆ Improved team decision-making speed and efficiency by 21-35%
- ◆ Resolved individual performance challenges

“Using the TKI, the staff was able to transition away from destroying one another’s personal character during conflict to a greater understanding of what motivates one another’s reactions to conflict. As a result, they have deliberately modified their conflict style for greater effectiveness.”

*Representative, Educational  
Institution Staff*



FIVE UNIQUE WAYS TO USE THE TKI

## Ultimate Versatility

The strength of the TKI conflict management assessment lies in its rock-solid reliability and its ability to be used throughout an organisation to help improve relationships and organisational performance. Think about making the TKI tool an essential element for your next:

1

**Team-building exercise**

2

**Employee annual review**

3

**New supervisor training**

4

**Executive onboarding**

5

**Partner development and coaching**

## Telecommunications Company Uses TKI for Team Building, Leadership Development

“We use the TKI in either team settings or leadership development settings. It’s fun and interesting for the participants, and they learn a fairly simple model that they can remember after the training. People still use the language after the training, so I know they are retaining some valuable knowledge. It’s mostly beneficial for knowing about the different approaches to conflict. Then afterward you can help people develop skills.”

*Leadership Development Professional,  
Large Enterprise Telecommunications  
Services Company*

## Retail Company Increases Leadership Effectiveness

“My company uses the TKI as a part of its leadership development program. Not only are participants in this program better able to detect differences in others and adapt their conflict style accordingly, but they also become aware of their preferred conflict style.”

*Learning and Development Manager,  
Large Enterprise Retail Company*



## TKI Top Purchasing Drivers



**Note:** This was a multiple-choice question; response percentages may not add up to 100.

# Want to Learn More About the TKI Tool?

Please visit [www.cppasiapacific.com/overview/TKI-11](http://www.cppasiapacific.com/overview/TKI-11) to explore the TKI model, access research and White Papers on the TKI instrument, plus download sample reports.

## Want More for Your Company?

Maybe you have big-picture questions about how to manage change, transform leadership or build more cohesive teams to improve your organisation's performance. Or maybe you'd appreciate bouncing ideas about retention, selection or leadership development off someone who understands your needs.

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Conflict Management  
Change Management

Career Exploration  
Selection  
Talent Retention  
Communication

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# About CPP, Inc.

While we're best known for the *Myers-Briggs Type Indicator*<sup>®</sup> assessment, CPP is much more than just a company that sells products. We're also a group of people committed to improving the performance of individuals and organisations around the world.

We promise to help guide you through whatever organisational opportunities and challenges you face – from team building, leadership and coaching, change management and conflict management to career development, selection and retention.

Our story began nearly 60 years ago with the pairing of two psychology professors – one from Stanford and one from UC Berkeley – with a common goal: to use research-based psychological assessments to give people the insight and guidance they need to develop in both their personal and professional lives. Their partnership resulted in the creation of CPP, Inc., the company formerly known as Consulting Psychologists Press.

Today, CPP is a world leader in personality, career and organisational development assessments. We are grateful to our loyal customers for making this possible.

CPP Asia Pacific is a wholly owned subsidiary of CPP, Inc. Operating for over 20 years, it now has offices throughout the Asia Pacific region, including Australia, New Zealand, Philippines, Singapore, People's Republic of China, Hong Kong, Taiwan, India and Thailand.



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