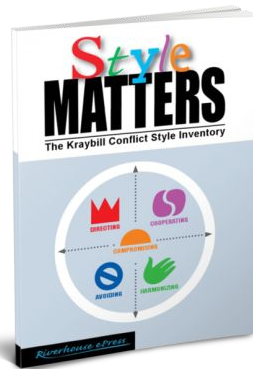


# Style MATTERS

We've worked hard to create a group of products that are user- and trainer-friendly. We're truly honored you've chosen to check us out. So.....

## Meet the family.....!



A [print version](#) in full color or black and white.



A [PDF version](#) that trainers can reproduce for a modest per user charge.

An [Online Version](#), our pride and joy, with automated scoring, a six page personalized, emailable score report, and a self-guided tutorial for interpreting scores. (Sample Score Report at the end of this packet.)





An eighteen page downloadable [Trainers Guide](#), free to all takers. (Our contribution to the cause of high quality training.) Designed to help anyone with basic group leadership skills to lead an effective conflict styles workshop.



An easy viewing ten slide "Intro to Conflict Styles" [View it now.](#)

A [Consultant Dashboard](#) for consultants and trainers who want fine-grained control over the user experience of their group. Track from one page who has taken the inventory, and even control when users get to download their scores!

| CONSULTANT DASHBOARD  |   |   |   |  |
|---|---|---|---|--|
| <a href="#">Instructions</a>                                |   |   |   |  |
| Name  | Show Report to User<br>Select All: Yes <input type="button" value="Confirm"/> | Report Status                               | Download Report in PDF                  | Email Report to User in PDF              |
| Laurie Stamford<br><input type="button" value="Delete"/>    | No <input type="button" value="Confirm"/>                                     | Done<br><input type="button" value="View"/> | <input type="button" value="Download"/> | <input type="button" value="Email PDF"/> |
| Fiona Johnson<br><input type="button" value="Delete"/>      | Yes <input type="button" value="Confirm"/>                                    | Not taken                                   |   |  |
| Veronique Sibelius<br><input type="button" value="Delete"/> | No <input type="button" value="Confirm"/>                                     | Done<br><input type="button" value="View"/> | <input type="button" value="Download"/> | <input type="button" value="Email PDF"/> |
| Nestor Sesoane<br><input type="button" value="Delete"/>     | Yes <input type="button" value="Confirm"/>                                    | Not taken                                   |   |  |
| Husam Khalif<br><input type="button" value="Delete"/>       | Yes <input type="button" value="Confirm"/>                                    | Done<br><input type="button" value="View"/> | <input type="button" value="Download"/> | <input type="button" value="Email PDF"/> |



## About the *Style Matters* Conflict Style Inventory

Available in several colorful formats, *Style Matters* is a research-validated training and consulting tool that scores users on five common responses to conflict. A unique feature is its cultural flexibility, achieved through differing instructions for users from individualistic and collectivist cultures and discussion exercises. Each conflict style has several pages outlining its strengths and the costs of over-using it, plus tips to support best functioning of people who favor the style.

Users need ten to fifteen minutes to take the test. Interpretation can be done in 30 minutes or up to 8 hours. You can download a fifteen page *Trainers' Guide* for free and place orders at [www.ConflictStyleMatters.com](http://www.ConflictStyleMatters.com).

*Style Matters* is available [in print](#) in full-color or part-color for \$5.95 to \$9.95 depending on quantity. [A PDF version can be downloaded](#) from our site for \$6.95 and rights purchased to make copies for \$3.50 per copy. The [Online Version](#) features instant scoring and [a six page report](#), a [full online tutorial](#), easy emailing of scores, expanded coverage of related topics, and tools for consultants. Price: \$6.95 per user. For help in deciding which version to use, click on Available Formats tab [here](#).

Trainers love our [Dashboard](#), which puts powerful user management tools at your fingertips on one screen. **Register** users in seconds and, with a single click, **email** the whole group instructions for taking the inventory. **Control the timing** of when users receive the score reports. **Monitor** who has taken the inventory and who has not. **View, print, or email user scores**. Create a **group report** of all the users in your group with ease with an Excel spreadsheet printout. **Track number of users** and see at a glance how many accounts you have purchased that remain unused.

If you don't need have the time or requirement to manage the user experience, you might want to opt for our coupon system. Simply give your users a coupon code and direct them to our site. They register themselves, take the inventory, and bring the score report to your classroom.

### Why Trainers Love *Style Matters*

- Its simple "five-styles-of-conflict" framework is familiar to many trainers. If you have worked with the Thomas Kilmann or other five-styles framework it's an easy switch.
- Questions answered on a 1-7 spectrum; no forced choices!
- Positive and empowering in tone, it honors strengths of all styles while showing the limits of each.
- Cross-cultural option (included in all versions but unobtrusive in settings where not needed) makes *Style Matters* credible to people from diverse cultural backgrounds and, with suggested discussion questions, helps groups talk about cultural differences.
- A full page of tips for each style gives clear guidance on how to bring out the best in others. Participants go home with practical insights that really make a difference.
- Free step-by-step *Trainer's Guide* makes it easy to plan workshops. Eighteen pages of clear instructions.
- Great discussion questions! Put people in small groups and watch discussion take off with proven starters.
- Affordability. No more headscratching about whether budgets can handle a needed tool.
- Frees up training time. The Online Version makes it easy to have users take inventory before arrival at workshop or enables distance learning and consultation. Emailable six-page score report.

### Research Validation of *Style Matters*

A 2005 doctoral study on conflict styles of nursing home administrators found that *Style Matters* performed well in reliability testing and is "valid and reliable". A study completed in February, 2010, by researchers at West Chester University of Pennsylvania administered *Style Matters* to more than 300 subjects and tested for

validity and reliability, standard benchmarks in testing. Researchers rated *Style Matters* well on both counts in findings reported in 2010 at the 96th Annual Convention of the National Communication Association.

*Riverhouse ePress*

## Quotes from Users of *Style Matters*

All quotes by permission.

"We were previously using the Thomas-Kilmann in our staff trainings and have received a lot of positive feedback since the switch."

\* Michael E. Rhodes, LCSW, CPHQ, Director of Quality Improvement, Preferred Behavioral Health of NJ, Brick, NJ

"As an HR consultant team we found your inventory and trainer's guide to be very effective. Participants in our last training session really enjoyed and learned from understanding their own conflict style and learning how to more effectively engage with others in a conflict situation. Thanks for developing such a great tool!"

\* Naomi Shively, Shively LLC, Canton, GA

"I want to say how pleased I am with the instrument. Earlier this fall I previewed the instrument and facilitators guide - last week was the first time I had an opportunity to use it and it was very well-received by the group."

\* Doris Trainor, Director of Employee Relations and Professional Development, Loyola College, Baltimore, MD

"We have used the *Kraybill Conflict Style Inventory* twice and are extremely pleased....."

\* James Reynolds, Organizational Development and Training, Department of Consumer and Business Services, Oregon

"I use *Style Matters* as a teaching tool in my basic mediation classes and in seminars for experienced conflict resolution professionals. Every time I use the inventory, participants become thoroughly engaged in learning about their own and others' conflict styles. When they evaluate classes and seminars, they frequently write that they will use the information learned through the inventory."

\* Walter Wright, Associate Professor, Legal Studies, Department of Political Science, Texas State University, San Marcos, Texas

"Recently I used your conflict style inventory with a local organization.. We spent a day on it and they really liked it. People commented a lot about how much they got out of it..... "

\* Phoebe Kilby, Sympoetica, Woodstock, Virginia

"Having used [it] for several years, I can say it is hands-down the best thing on the market. I do a fair amount of mediation training and I find that the approach the inventory takes makes it extremely useful for training..... I have also used it with professionals (engineers, planners, lawyers) and find it effective in introducing concepts and skills of conflict resolution."

\* Laura Bachle, Confluence Consulting

"Very helpful in starting discussion and giving us a framework to use when we are processing conflicts within the group. It's simple to understand and fun to work with!

\* Penn Garvin, Long-time trainer, mediator, community activist and founder of International Peacebuilders, Managua, Nicaragua

"Finally, a multi-faceted tool that unpacks a diversity of conflict styles without putting one in a box. Bravo! The highlights of culture, situational context and conflict intensity are welcomed complexities that give integrity to the inventory.... [It was] a thought-provoking experience in discovering stepping stones for conflict transformation competencies.."

\* Carl Stauffer, Co-ordinator, Regional Peace Network Southern Africa, Mennonite Central Committee

"I have found The Kraybill Conflict Response Inventory a wonderful tool in both mediation and counseling settings in the United States and internationally. It has been especially helpful in my leadership training courses taught in the US, Philippines, and Congo-DRC."

\* Tony Redfern, Executive Director, New Path Center, Inc., Kingsburg, California

"An excellent tool! A thorough presentation that can be used by people from all cultures. Asks the right questions, deals with the important reality that people react differently to conflicts in the beginning than later when they intensify. The reflections and discussion section is really well done. The suggestions are practical, and allow participants to go deeper into analysis."

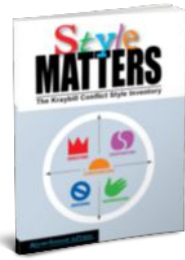
\* Brian Bloch, Director, ISKCONResolve, Mumbai, India

"A very useful instrument. Concise, well organized, with easy to follow instructions. Interpretation is clear, simple, and specific. The helpful "Hot Tips for Working with Styles of Others" reflect the competence and experience of the author. This is an instrument I am eager to use in my work as a consultant and teacher. "

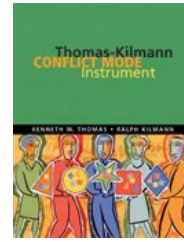
\* Marcus G. Smucker, PhD. Congregational consultant, Lancaster, Pennsylvania

".... a huge success in class. My students were very fascinated by their results...Thank you so much!"

\* Professor at North Carolina College



## Product Comparison



***Style Matters: The Kraybill Conflict Style Inventory***

vs.

***Thomas Kilmann Conflict Mode Instrument***

Information on Style Matters from [www.ConflictStyleMatters.com](http://www.ConflictStyleMatters.com); on Thomas Kilmann from [www.CPP.com](http://www.CPP.com)

User comments on *Style Matters* [here](#).

|   | <b><i>Style Matters</i></b><br>The Kraybill Conflict Style Inventory | <b><i>Thomas Kilmann</i></b><br>Conflict Mode Instrument                 |
|---|--|--|
| Five-styles-of-conflict model, based on Mouton and Blake Axis   | X  | X  |
| Take in 15 minutes or less  | X  | X  |
| Suitable for individual or group purposes   | X  | X  |
| Full interpretation info included   | X  | <b>Minimal</b>   |
| Group discussion questions included   | X  |  |
| Designed for single culture or multicultural settings.  | X  |  |
| Scores for differing responses in settings of Calm and Storm.   | X  |  |
| Full page of tips for each style on how to bring out the best in partners and colleagues.                                     | X  |  |
| Reviews strengths/weaknesses of each style  | X  | X  |
| Validated in psychometric research.   | Researched and fully “valid and reliable”. Modest research base.     | Researched and fully “valid and reliable”. Large research base.          |
| <b>PRICING (shipping extra)</b>   |  |  |
| Cost per single print copy  | <b>\$7.95 in black and white</b><br><b>\$9.95 full color</b>         | <b>\$16.50</b>   |
| Best price in bulk print purchase   | <b>\$5.95 in black and white</b><br><b>\$7.95 full color</b>         | <b>\$15.60</b>   |
| Available in PDF to make your own copies  | \$6.95 for PDF. Make copies as needed for \$3.50 per copy.           | Not available in PDF; make copies of print version for \$13.45 per copy. |
| Online version  | \$6.95; includes score report and interactive tutorial.              | \$16.50; includes score report; no tutorial.                             |
| Guidance for users to interpret scores  | Included with the inventory  | Additional booklet recommended for \$16.95                               |
| Detailed Trainers Guide   | Free detailed Trainers Guide   | <b>\$190</b>   |
| Suite of trainer support tools: Dashboard, consultant’s own “landing page” to welcome users, access to scores of whole group. | Available in 12-36 hours.  | Not available  |

# Sample Score Report from Style Matters ONLINE VERSION

This report can be easily printed or emailed by user immediately after taking the inventory.



## Score Report for Neville Chamberlain

### Introduction

This report draws together important insights from the Style Matters tutorial and organizes them according to your scores so that the information about your key styles is easily available to you.

In this Expanded Report you will find:

- a) A chart of your scores in all the styles;
- b) A summary of the styles to which, according to your scores, you should pay the most attention;
- c) Detailed information about the style for which you scored highest in Storm settings. Since this is the style you are most likely to use when you are under stress, it is particularly important to understand this style well.
- d) Detailed information about the style in which you score the lowest in Calm. Getting better acquainted with this style is likely to expand the range of styles you are able to use effectively, since you seem to use it least, even in the favorable environment of low stress settings.
- e) Comments about your "Storm Shift", that is, the extent to which your response to conflict changes when you are getting frustrated.
- f) A list of resources for further learning about conflict styles. We recommend in particular that you spend at least a few minutes on the [tutorial](#) on the Style Matters website at [www.ConflictStyleMatters.com](http://www.ConflictStyleMatters.com), as this will give you a framework for understanding the information below. In fact, you will get the most out of the info above if you go first to the tutorial.



## Your Conflict Styles in Order of Preference

Below is a list of conflict styles, arranged in the order in which you are likely to use them. The list on the left shows your preferences when things are Calm, that is, in everyday disagreements that have not raised emotions to a high level. On the right are the styles in your order of preference in Storm, when anger and frustration are high.

### Calm

Response when issues/conflicts first arises

|    |                     |
|----|---------------------|
| 12 | <u>Compromising</u> |
| 8  | <u>Harmonizing</u>  |
| 8  | <u>Avoiding</u>     |
| 6  | <u>Directing</u>    |
| 5  | <u>Cooperating</u>  |

### Storm

Responses after the issues/conflicts have been unresolved and may have grown in intensity

|    |                     |
|----|---------------------|
| 11 | <u>Directing</u>    |
| 5  | <u>Avoiding</u>     |
| 4  | <u>Harmonizing</u>  |
| 4  | <u>Compromising</u> |
| 3  | <u>Cooperating</u>  |



## Styles to Study with Particular Care

**Preferred Style.** *The style you use the most in Storm is: 11 Directing.* Give your best attention to this style, for it is the one most active when you are under high stress. Knowing its strengths and dangers is important. You will also want to review the list of things that others around you can do to support you to function at your best.

**Least Preferred Style.** *The style you use the least in Calm is: 5 Cooperating.* Studying this style, particularly recognizing its strengths, is likely to expand your range of response in conflict.

**Storm Shift:** The style that changes the most for you when you shift from Calm into Storm mode is: **Compromising Styles goes down by 8 points.** The Storm shift can be important because you may surprise and confuse people if there is a drastic change in your styles when you move into Storm mode.

You will learn more about each of the above scores in the tutorial that follows or from your trainer if you are taking a workshop, or in the Expanded Report, available in the left menu after you login to the Riverhouse website at [www.ConflictStyleMatters.com](http://www.ConflictStyleMatters.com)



## Your Highest Score in Storm is in the *Directing* Style



This suggests that in circumstances where stress and tension are high you press ahead with your own agenda and focus on what you feel needs to be said or done, without being distracted by the words or agendas of others. Like all the styles, Directing has a particular set of strengths and weaknesses that you should be aware of.

### Strengths of Directing

Strengths associated with wise use of this style include abilities:

- To **assert yourself** and be heard, even in difficult circumstances
- To **be decisive and take action** in the face of challenge
- To **take a stand on principles or to defend others** in need of protection
- To **exercise leadership and authority**, to give instructions, set limits, and coordinate
- Directing is **necessary for certain circumstances**: A ship's captain, an emergency room doctor, a traffic officer in an intersection, or the leader of a youth group on a fieldtrip are only a few examples of people who serve others best by being clearly in charge. People scoring high in Directing often have an unusual ability to act, take charge, coordinate, do challenging work, and persist rather than give up or give in when things are difficult.

### Costs of Unwise Use

Unwise or excessive use of Directing is likely to bring:

- Frequent conflict with peers
- Damage to relationships important to you
- Reduced morale, resentment or discouragement among those under your supervision. Those living with someone who regularly uses Directing excessively are at risk for depression as they must constant swallow disappointment and anger.
- Reduced access on your part to perspectives and information held by others (if they decide the best thing to do is reduce their interaction with you)

### Steps to Maintain Balance

You can take special measures so you experience more of the benefits of wise use of Directing and fewer costs of unwise use:

- *Expand your flexibility and skills in other styles* so that you do not rely more than is necessary on Directing.
- *Hone your skill in listening well*. Being a good listener rarely detracts from the ability to act decisively when necessary.
- Put conscious effort into *work on relationships*. Look for opportunities to support, affirm, appreciate others. Read the section on Support Strategies for each style for specific suggestions on how to support each of the other styles. The Support Strategies for Harmonizing and Avoiding will be especially useful info for you.
- Develop the ability to *be in charge in ways that respect and honor others*. This is largely a matter of tone and body language. Be strong *and* respectful.
- *Consult with others* where possible. Invite input from others and incorporate as much as you can into your work. Doing this does not remove your authority to make final decisions.

### Support Strategies for Directing

Each style benefits from certain Support Strategies that *other* people can take. You may wish to discuss with friends and colleagues those suggestions below that you would you particularly like others to know about and use with you:



- People who score high in Directing are task-oriented. They appreciate when others are task-oriented too and focus on getting the job done.
- Directors get frustrated with inaction; they want to make a decision and act.
- Directors value information so they know what is going on.
- Most Directors function better when others speak up. In appropriate settings, provide information about your views and intentions; don't go silent.
- Directors want to know that things are going to get resolved. Don't walk out or withdraw without explanation.

If you need a break from intense conversation, it's probably fine, so long as you use a two-step approach: 1) Explain that you need a break and will come back at a specific time (in an hour, a day, a week, etc.) to continue the discussion; 2) Return at the agreed time for further conversation. This addresses the Director's need to feel assured the discussion will in fact take place.

- Do relationship-building in times, places, and ways that don't hinder getting the task done. Then Directors are more likely to join in with enthusiasm.
- Don't just tell a Director you have a problem; make it clear that you want to work with him or her to *solve* it.
- Tell the Director what you want rather than dwelling on what you don't want.



## Your Lowest Score in Calm is in the *Cooperating Style*



This suggests that in the early stages of conflict, when it's just an everyday disagreement and things have not yet gotten emotional or terribly frustrating, you rarely use Cooperating. This is good in that you are able to avoid the possible weaknesses of the Cooperating style, such as spending too much time and energy debating every small issue.

But every style has strengths as well as weaknesses. You will be most effective in conflict if you are able to use all five styles when the circumstances require. Since you seem to be uncomfortable with Cooperating, you may be able to expand your conflict handling ability by taking a good look at this style and increasing your ability to use it.

Cooperating is a "both...and..." response to conflict. That is, you both assert your own needs and support your opponent by thoughtfully hearing and supporting their needs. Cooperating requires investing time and energy into conversation to look at the needs of both sides and seek ways to address both.

Although it's not the answer for all circumstances, Cooperating is wise, indeed, necessary at times:

- When you care deeply about both the issues at stake as well as the relationships.
- When a long-term relationship is involved, and thus where keeping both sides happy is important.
- When significant truth exists in the views of both sides.
- When you seek a creative new solution that requires careful study of all sides of the situation.
- When you want to develop skills of problem analysis and problem solving that may strengthen your capacity in other areas as well.
- When you want to create a sense of teamwork, high morale, and build confidence for taking on difficult issues.
- When you want to break out of an atmosphere of competition and wish to demonstrate ways of dealing with conflict that go beyond competition.

The styles you scored high in are valuable and you should continue to use them in settings right for them. But you may wish to experiment with getting more comfortable with Cooperating, especially in settings where you really care about both the relationship and the issues involved. But remember to select issues important enough to merit the time and energy required for this response.

## Your Storm Shift is 8, Which is Large and Merits Careful Attention

Your scores in Calm reflect your behavior in dealing with differences when anger and frustration are low. Your scores in Storm reflect your behavior when things are not going as you wish, when you are frustrated and probably angry. Your "Storm Shift" is the change in your behavior from Calm to Storm. As a general principle, the bigger your Storm Shift, the more attention you should pay to it, for a large Storm Shift means that other people are probably surprised, shocked, or hurt by unexpected changes in your behavior. In your case, your Storm Shift of 8 points in the Compromising style is on the high end of the scale. This suggests a high likelihood that people close to you are surprised or hurt by your response to difficult conflict, since you appear to respond quite differently in Storm than in Calm settings. You will benefit from reading the suggestions on the Riverhouse website about [Weathering the Storm Shift](#) and inviting others who know you well to give you feedback about what they observe in your behavior when you are in Storm settings.



### For Further Study

There are numerous resources on the Riverhouse ePress site that you may wish to study farther:

A [set of principles and suggested Learning Activities](#) to assist in understanding your scores.

Guideline for [Weathering the Storm Shift](#), a special concern if you have a large shift from Calm to Storm in any of your leading styles.

[Tips on choosing the right style](#), so you know when and when not to use each style.

[Support strategies for each style](#), important information that will help you not only to understand your own needs in conflict but also to know exactly how to support other people with different styles. You can easily create a list of support strategies tailored to your own specific needs at the [MySupport page](#).

A review of key concepts of [Anger Management](#)

A summary of the [principles underlying conflict style management](#) and this inventory.

A set of [discussion questions](#) for groups large or small wanting to reflect on conflict styles.

An essay on [culture and conflict](#).

A large number of [web resources on conflict styles](#).



If you have gotten this far, you are already well beyond 99% of human beings in the effort you have invested in understanding and strengthening your response to conflict. Someday, we may live in a world when it is recognized that everyone benefits from learning a few basics for handling conflict, just as today it is taken for granted that learning to read is a basic for everyone. We salute you for the steps you have taken and wish you well in your efforts to build that world!

*Riverhouse ePress*

**Send results to: (Check spam filter if no email appears.)**

Email:

Email:

Email:

Message:

Send

# Who uses Style Matters? A partial listing of clients.

