**SHARK (My Way):**

* *Overview:* Control the outcome, discourage disagreement; insist on my view winning.
* *Conflict Viewpoint:* Conflict is obvious; some people are right and some are wrong. The central issue is who is right. Pressure and coercion are necessary.
* *Often appropriate when*:
  + An emergency looms
  + You’re sure you’re right, and being right matters more than preserving relationships.
  + The issue is trivial, and others don’t really care what happens.
* *Often inappropriate when:*
  + Collaboration has not been attempted
  + Cooperation from others is important
  + Used routinely for most issues
  + Self-respect of others is diminished needlessly.

**OWL (Our Way):**

* *Overview*: Assert your views while also inviting other views. Welcome differences; identify all main concerns; generate options; search for a solution that meets as many concerns as possible; search for mutual agreement.
* *Conflict Viewpoint:* Conflict is natural and neutral, so affirm differences. Appreciate each person’s uniqueness. Work through conflicts.
* *Often appropriate when:* 
  + Issues and relationships are both important
  + Cooperation and a creative outcome are important
  + Reasonable hope exists to meet all concerns.
* *Often inappropriate when:*
  + Time is short, the issues are unimportant
  + You are overloaded with “processing”
  + The goals of the other person are wrong beyond doubt.

**FOX (Half Way):**

* *Overview*: Urge moderation; bargaining; split the difference; find a little something for everyone; meet them halfway
* *Conflict Viewpoint:* Conflict is a mutual difference best resolved by cooperation and compromise.
* *Often appropriate when:* 
  + Cooperation is important, but time or resources are limited.
  + Finding some solution, is better than a complete stalemate
  + Efforts to collaborate will be misunderstood as forcing
* *Often inappropriate when:*
  + It’s essential to find the most creative solutions,
  + When you can’t live with the consequences.

**TURTLE (No Way):**

* *Overview*: Delay or avoid response; withdraw; be inaccessible; divert attention
* *Conflict Viewpoint:* Conflict is hopeless; avoid it. Ignore differences; accept disagreement or get out.
* *Often appropriate when:* 
  + The issue is trivial and the relationship is not important.
  + Time is short and a decision is not necessary
  + You have little power, but still wish to block the other person
* *Often inappropriate when:*
  + You care about the issue and the relationship,
  + Used habitually for most issues.
  + Negative feelings will linger

**TEDDY BEAR (Your Way):**

* *Overview*: Accept the other’s view; give in; acknowledge error; decide it’s no big deal or it doesn’t matter
* *Conflict Viewpoint:* Conflict is usually disastrous so yield. Sacrifice your own interests; ignore the issues; puts relationships first; keeps peace at any costs.
* *Often appropriate when:* 
  + You really don’t care about the issue.
  + You are powerless but don’t wish to block the other person
* *Often inappropriate when:*
  + You are likely to harbor resentment.
  + Used habitually in order to gain acceptance.
  + When others wish to collaborate, and will feel like they are forcing you if you accommodate.