



Intercultural Conflict Style Inventory ®

The ability to recognize and appropriately respond to cultural differences in conflict style is critically important in effectively managing and resolving disagreements and conflict. The Intercultural Conflict Style (ICS) Inventory ® is the premier assessment tool for identifying fundamental approaches for resolving conflict across cultural and ethnic group differences. The ICS Inventory consists of 18 items and is a self-scoring, easy to use, cross-culturally valid and statistically reliable instrument that can be used for individual, group, and organizational level assessments. Over 15,000 people have already taken the ICS Inventory-coming from Canada, Europe, Asia, South America, Australia & New Zealand.

Developed by Dr. Mitchell Hammer, the Intercultural Conflict Style (ICS) Inventory identifies four fundamental approaches for resolving conflict. Every culture has its own "accepted" way of dealing with conflict but because this cultural conditioning is implicit, most people are not aware of what their own style is and that other conflict styles even exist. This is the first step in learning to deal constructively and effectively with conflict involving members of different cultures and backgrounds.

The ICS Inventory assesses culturally-learned approaches for managing disputes in terms of direct or indirect strategies for resolving substantive disagreements and emotionally expressive or restrained approaches for managing the emotional upset that often accompanies conflict. The resulting matrix produces four cross-cultural conflict resolution styles.

The first style, termed the **Discussion** style, describes an approach to conflict resolution that emphasizes more verbally direct approaches for dealing with areas of disagreement and a more emotionally restrained or controlled manner for dealing with each party's emotional response to the conflict. The **Engagement** style emphasizes a more verbally direct and confrontational approach toward resolving conflict that is combined with emotionally expressive behaviour. The third style, termed the **Accommodation** style, describes an approach to conflict resolution that emphasizes a more indirect approach for dealing with areas of disagreement and a more emotionally restrained or controlled manner for dealing with each party's emotional response to conflict. The **Dynamic** style involves the use of more indirect strategies for dealing with substantive disagreements coupled with more emotionally intense expression.

The ICS Inventory ® is a self-scoring, easy-to-use, statistically valid and reliable instrument that can be applied for individual, group and organizational level assessments. The ICS Inventory can be effectively used in such situations as interpersonal communication programs, conflict mediation, diversity and intercultural training, customer service and pre-departure training.