

Score Sheet for Thomas-Kilmann Questionnaire  
Prof. Mary Rowe – MIT

With Peer(s)		With Manager(s)		With Significant Other or Best Friend	
1 A B	16 A B	1 A B	16 A B	1 A B	16 A B
2 A B	17 A B	2 A B	17 A B	2 A B	17 A B
3 A B	18 A B	3 A B	18 A B	3 A B	18 A B
4 A B	19 A B	4 A B	19 A B	4 A B	19 A B
5 A B	20 A B	5 A B	20 A B	5 A B	20 A B
6 A B	21 A B	6 A B	21 A B	6 A B	21 A B
7 A B	22 A B	7 A B	22 A B	7 A B	22 A B
8 A B	23 A B	8 A B	23 A B	8 A B	23 A B
9 A B	24 A B	9 A B	24 A B	9 A B	24 A B
10 A B	25 A B	10 A B	25 A B	10 A B	25 A B
11 A B	26 A B	11 A B	26 A B	11 A B	26 A B
12 A B	27 A B	12 A B	27 A B	12 A B	27 A B
13 A B	28 A B	13 A B	28 A B	13 A B	28 A B
14 A B	29 A B	14 A B	29 A B	14 A B	29 A B
15 A B	30 A B	15 A B	30 A B	15 A B	30 A B

Please use this score sheet to record your answers, rather than writing in the booklet itself, so that you can use the instrument in three different situations – once dealing with peers, once with managers, and once with a significant other or best friend. Then calculate your profile three separate times using page 6 of the booklet, once for each situation.