Conflict Dynamics Profile

Objectives

- **Understand key concepts of the profile**

- **Discuss applications for use**
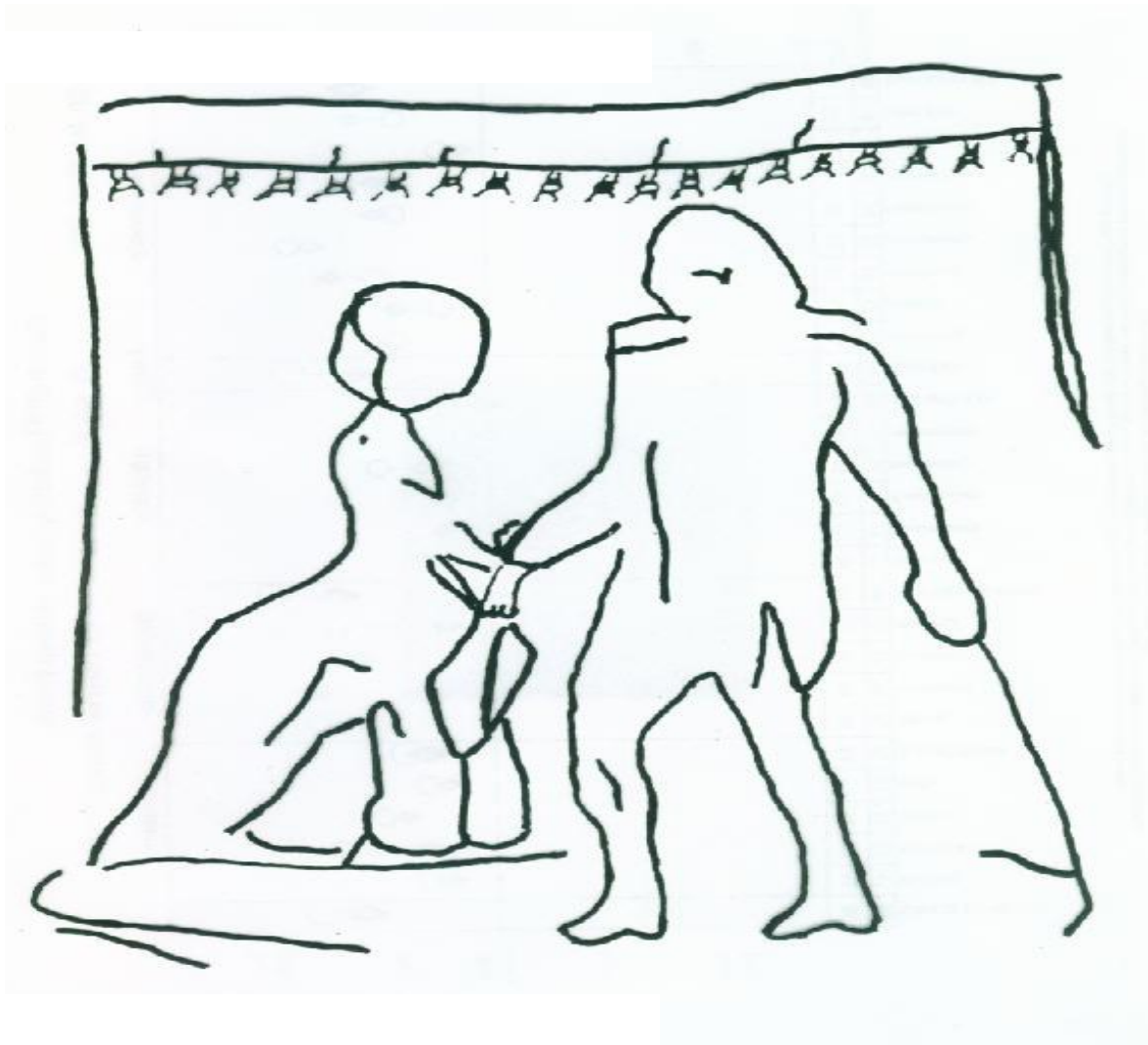
- **Facilitate mock feedback sessions**

Observe the following slide!
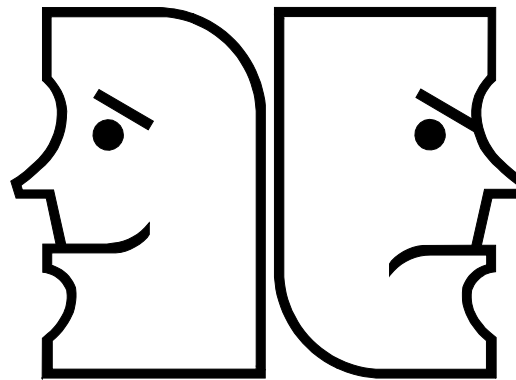
Key Point

What did you see?

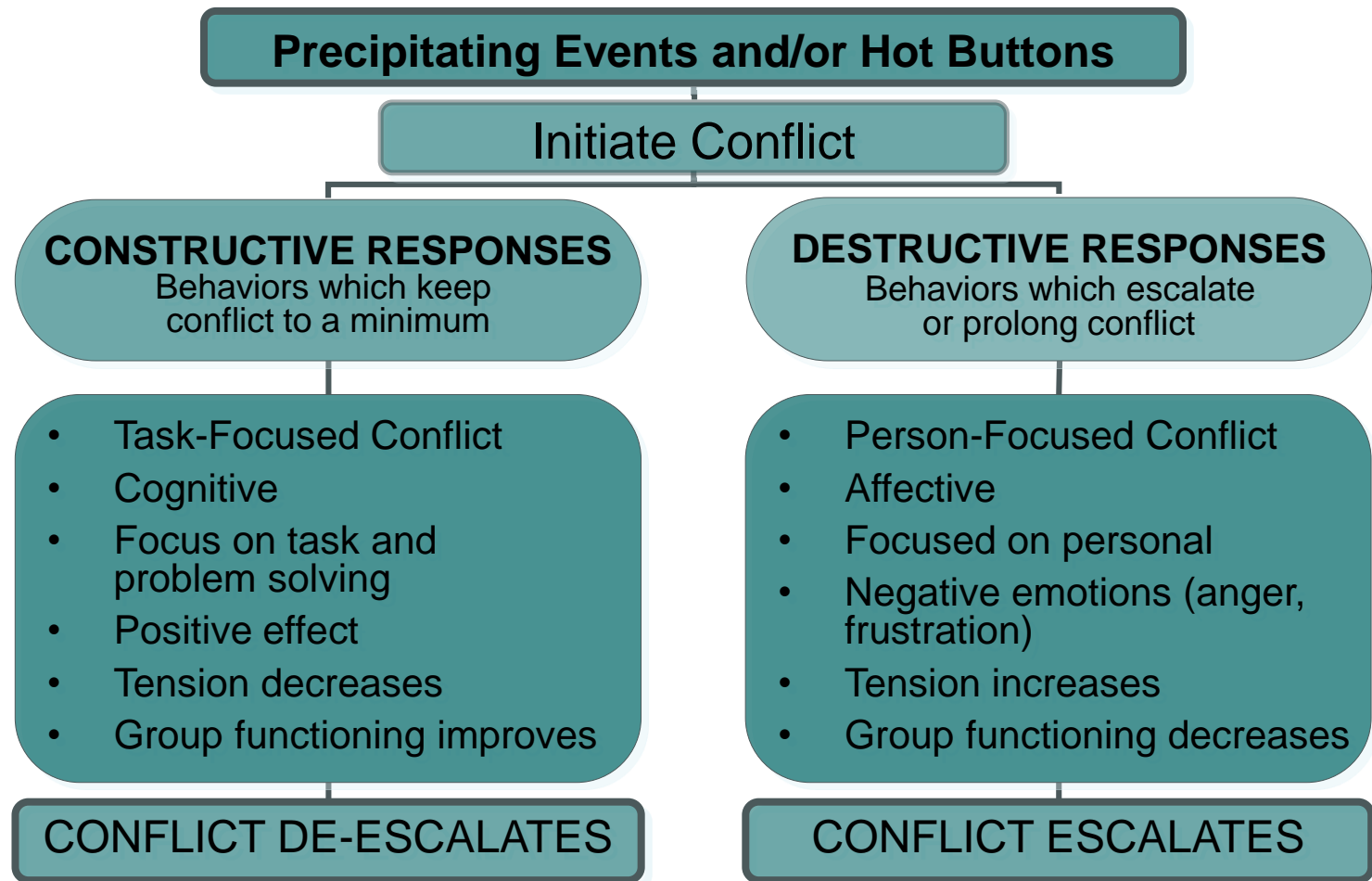## Listen with curiosity rather than with certainty!

Conflict

Any situation in which people have *apparently* incompatible goals, interests, principles or feelings

Path of Conflict

Precipitating Events and/or Hot Buttons

Initiate Conflict

CONSTRUCTIVE RESPONSES
Behaviors which keep
conflict to a minimum

DESTRUCTIVE RESPONSES
Behaviors which escalate
or prolong conflict

- Task-Focused Conflict
- Cognitive
- Focus on task and problem solving
- Positive effect
- Tension decreases
- Group functioning improves

- Person-Focused Conflict
- Affective
- Focused on personal
- Negative emotions (anger, frustration)
- Tension increases
- Group functioning decreases

CONFLICT DE-ESCALATES

CONFLICT ESCALATES

Constructive Responses

Behaviors which keep the harmful effects of conflict to a minimum

Constructive responses emphasize:

- Task-completion and focus on problem-solving
- Creative problem-solving & focus on exchange of ideas
- Expression of positive emotions & optimism
- Not provoking the other person

Destructive Responses

Behaviors which escalates or prolongs conflict

Destructive responses emphasize:
+ Displaying negative emotions
+ Trying to win, no matter what
+ Lack of respect for the other person
+ Avoiding conflict rather than facing it

Active and Passive Responses to Conflict

Research has further demonstrated the usefulness of classifying conflict-related responses into two additional categories.

⁜ **Active**

- **Behaviors which involve overt responses, taking action, or making an effort. Outcome can be either constructive or destructive.**

⁜ **Passive**

- **Behaviors which involve withholding a response, not taking action, or not making an effort. Outcome can be either constructive or destructive.**

Conflict Response Categories

	Constructive	**Destructive**
Active	Perspective Taking Creating Solutions Expressing Emotions Reaching Out	Winning at All Costs Displaying Anger Demeaning Others Retaliating
Passive	Reflective Thinking Delay Responding Adapting	Avoiding Yielding Hiding Emotions Self Criticizing

CDP CONFLICT DYNAMICS PROFILE
EXPLORE. EQUIP. RESOLVE.

Conflict Response Categories

- **What do you think will be your highest Constructive Score?**

- **What do you think will be your highest Destructive Score?**

CDP Hot Buttons

People or situations which may irritate you enough to provoke conflict by producing destructive responses

+ **The "hotter" the hot button, the more likely it is to produce:**
  - **Strong negative emotions**
  - **Feelings of personal provocation**
  - **Automatic and impulsive responding**
  - **Increased tension**

CDP CONFLICT DYNAMICS PROFILE®
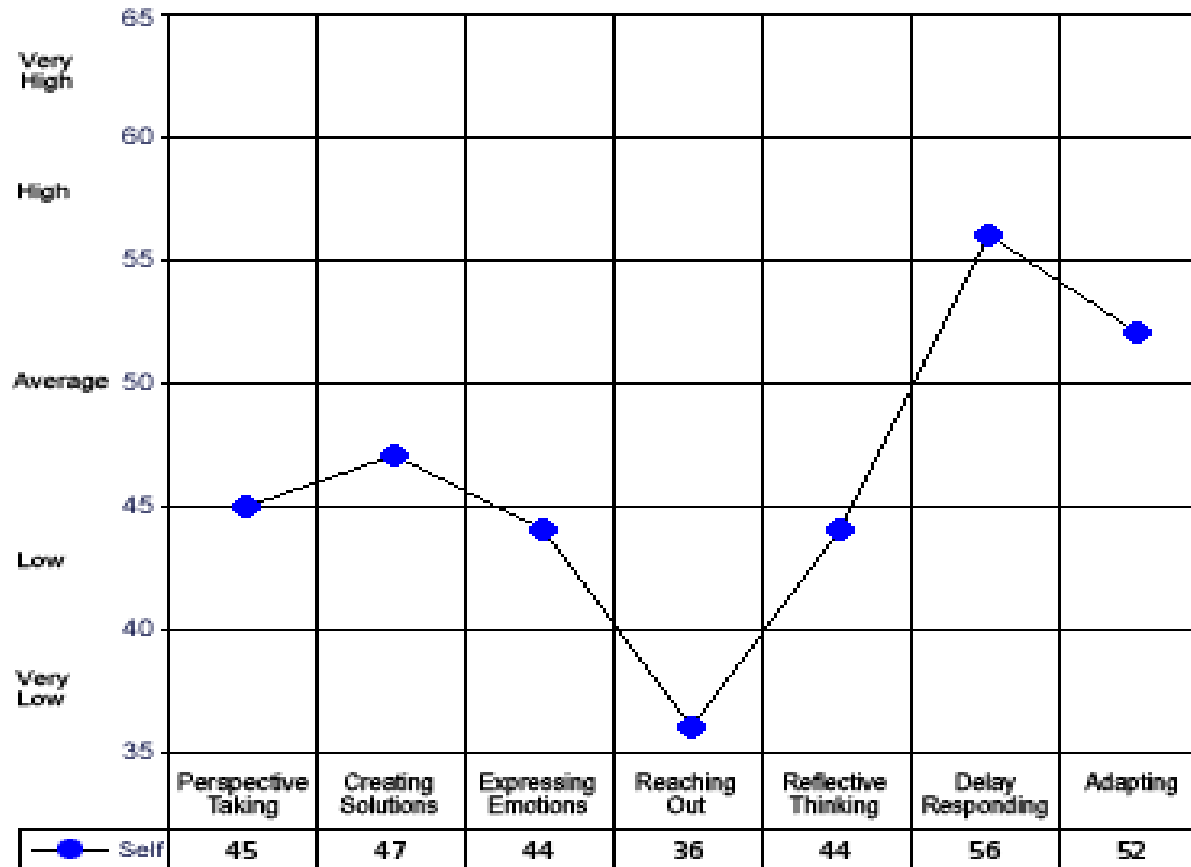EXPLORE. EQUIP. RESOLVE.

CDP Hot Buttons

+ Completed only by the individual, and not by boss, peers, or direct reports

+ 36 items tapping the 9 situations/people causing the greatest degree of irritation to the individual

- Unreliable
- Unappreciative
- Micro-managing
- Abrasive
- Hostile

- Overly analytical
- Aloof
- Self-centered
- Untrustworthy

Hot Buttons

- **What do you think will be your hottest Hot Button?**

Interpreting the Constructive Response Graph

	Perspective Taking	Creating Solutions	Expressing Emotions	Reaching Out	Reflective Thinking	Delay Responding	Adapting
Self	45	47	44	36	44	56	52

Constructive Responses
(Higher numbers are more desirable)

	Perspective Taking	Creating Solutions	Expressing Emotions	Reaching Out	Reflective Thinking	Delay Responding	Adapting
Self	41	56	38	52	57	48	44
Others	45	45	36	46	60	59	46

Legend: ● Self ■ Others

CDP CONFLICT DYNAMICS PROFILE
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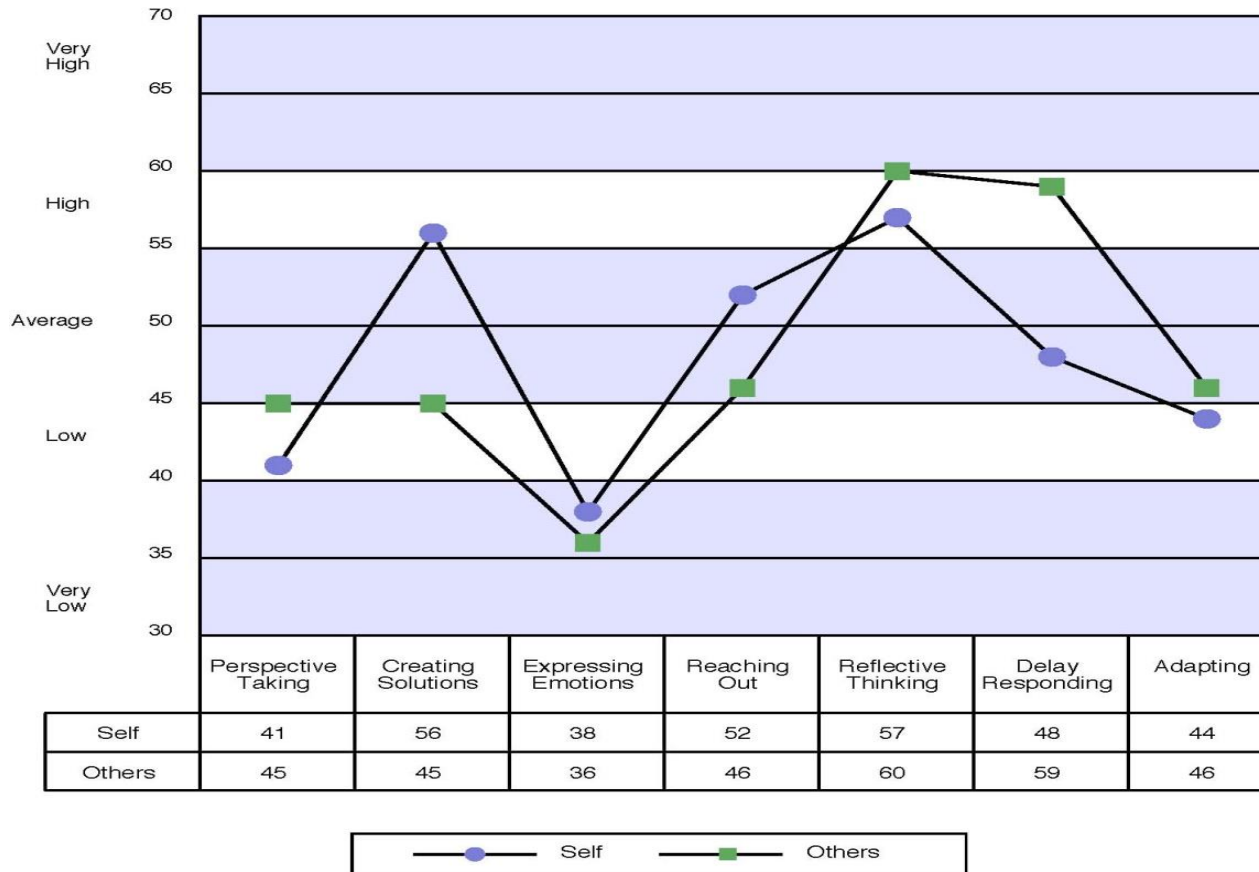
Interpreting the Destructive Response Graph

	Winning	Displaying Anger	Demeaning Other	Retaliating	Avoiding	Yielding	Hiding Emotions	Self-Criticizing
Self	52	53	59	68	61	43	50	49

CDP CONFLICT DYNAMICS PROFILE
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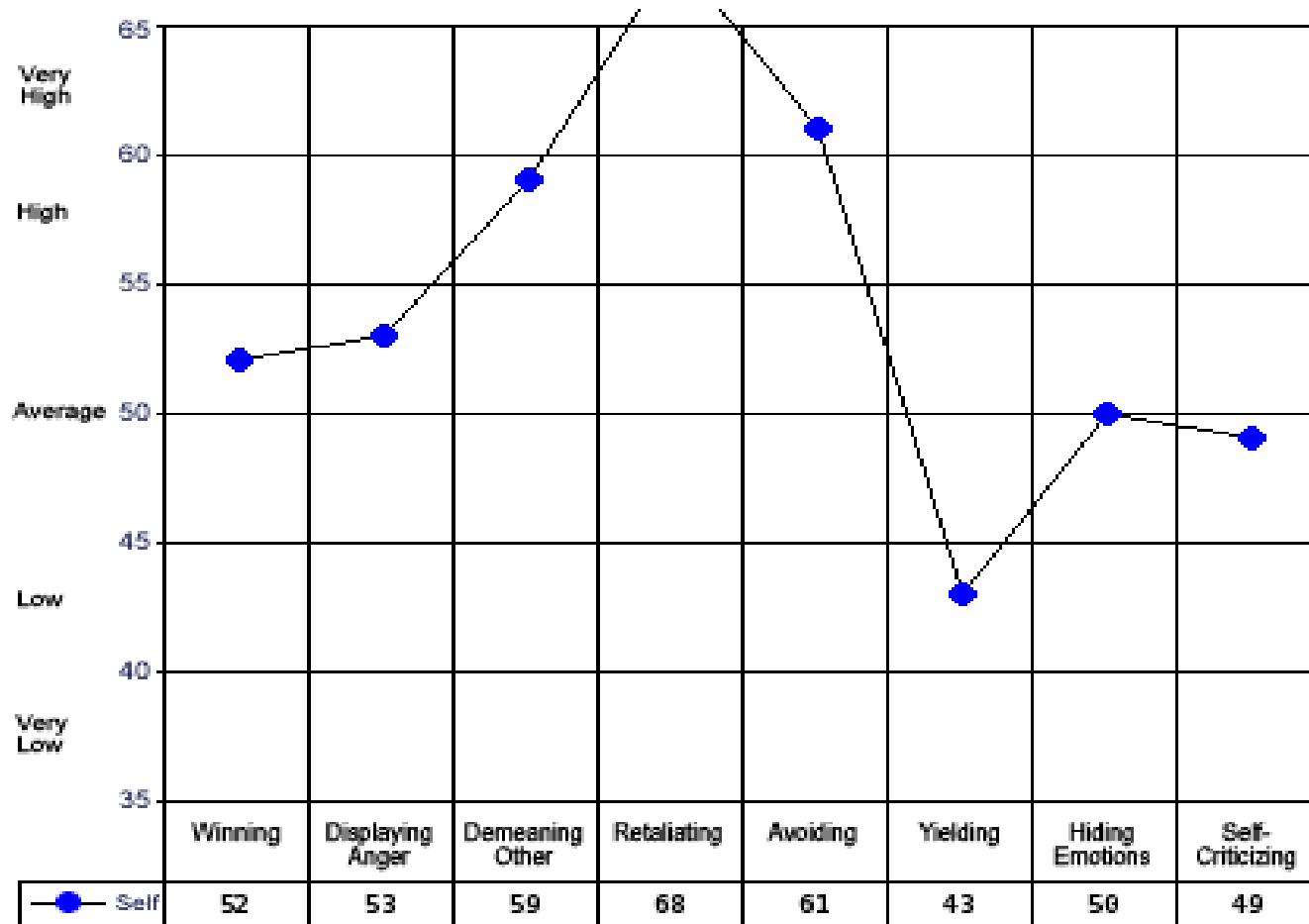
Destructive Responses

(Lower numbers are more desirable)

	Winning	Displaying Anger	Demeaning Others	Retaliating	Avoiding	Yielding	Hiding Emotions	Self-Criticizing
Self	52	41	42	39	50	39	50	49
Others	53	48	53	50	54	42	60	46

Self — Others

Wed Apr 02, 2008   This report was prepared for: CHRIS SMITH   Page 10

CDP CONFLICT DYNAMICS PROFILE
EXPLORE. EQUIP. RESOLVE.
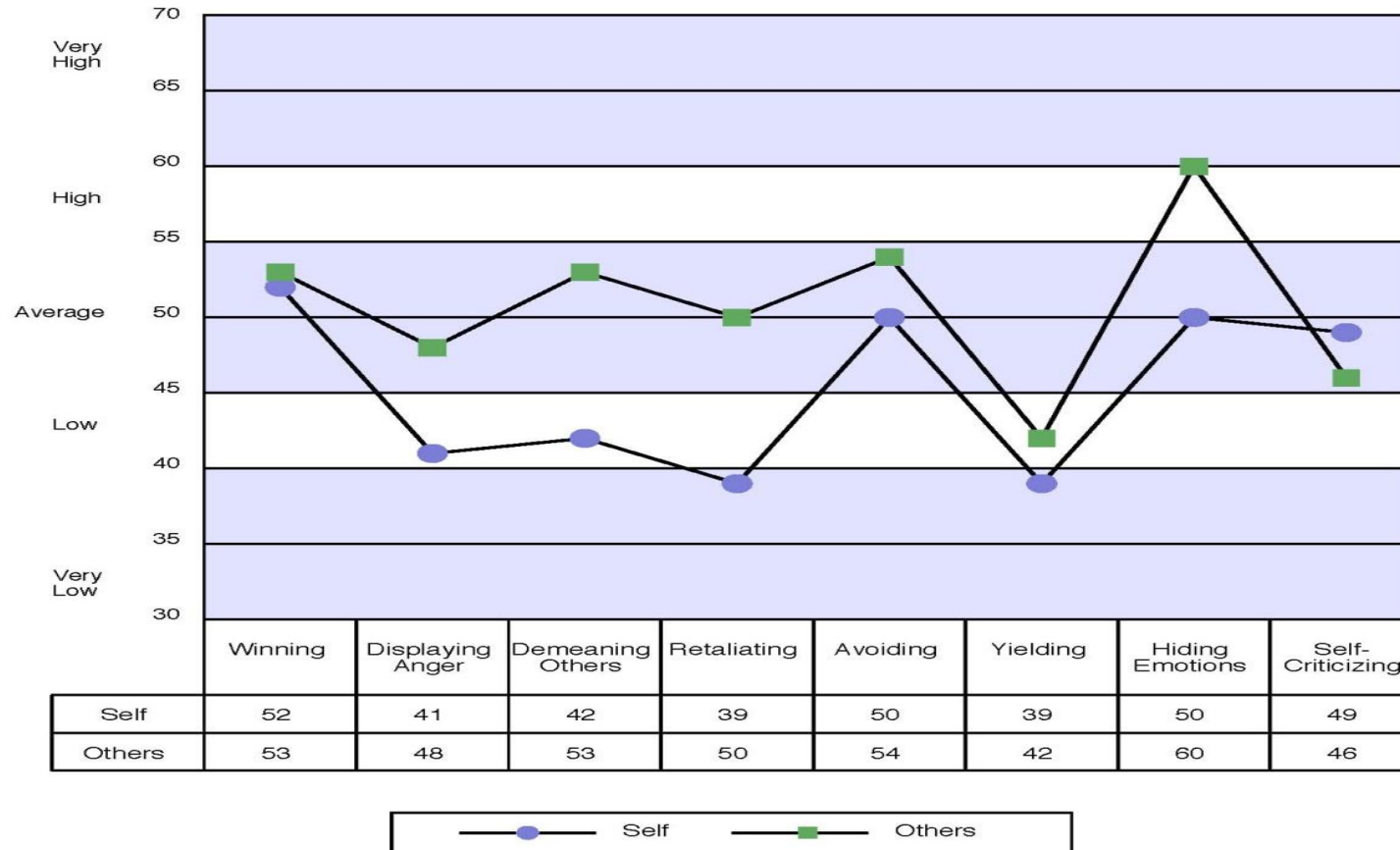
Hot Buttons

(Higher numbers indicate greater frustration or irritation in response to this kind of behavior.)

	Unreliable	Overly Analytical	Unappre-ciative	Aloof	Micro-Managing	Self-Centered	Abrasive	Untrust-worthy	Hostile
Value	54	49	55	49	43	58	56	53	54
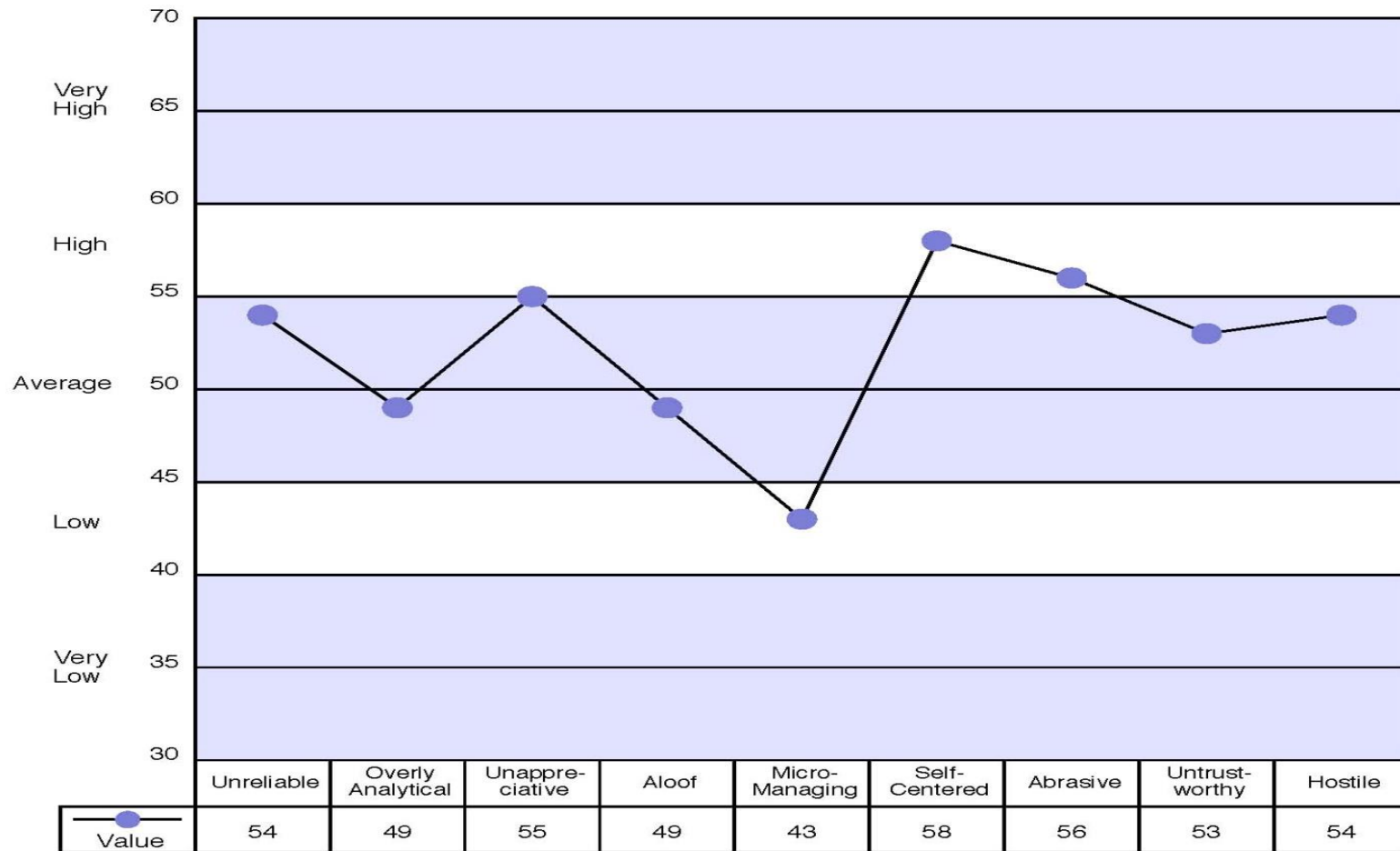
As You Reflect

- **Underline** the two **highest** scales on the Constructive Graph.

- **Circle** the two **lowest** scales on the Constructive Graph.

- **Underline** the two **lowest** scales on the Destructive Graph.

- **Circle** the two **highest** scales on the destructive graph.

Small Group Activity

In groups of three, talk about:

- Your two **highest** Constructive Behaviors (strengths)

- Your two **highest** Destructive Scores (potential areas of development)

- **Hot Buttons**

Mock Feedback Sessions

- **Using your own report,**
  - **Prepare to conduct a feedback session with another person about your report.**
  - **What stands out to you?**
  - **What would you most like to highlight?**
- **Facilitate the feedback session.**
  - **You will give feedback to the other person about YOUR report.**
  - **They will play the part of you.**

Boss Feedback

With regard to conflict, your boss sees you as someone who:

> actively works with the other person in creating new ways to solve the problem.
> does not communicate honestly or openly with the other person to create solutions or generate new ideas.

Peer Feedback

With regard to conflict, your peers see you as someone who:

> thinks reflectively about the most appropriate response before reacting.
> feels upset but hides your true emotions.
> does not work with the other person to create solutions or generate new ideas.
> does not communicate honestly or openly with the other person to create solutions or generate new ideas.

Direct Report Feedback

With regard to conflict, your direct reports see you as someone who:

> takes time, when emotions are running high, to let things calm down before responding.
> acts distant and aloof, ignoring the other person and avoiding his/her physical presence.
> feels upset but hides your true emotions.
> does not communicate honestly or openly with the other person to create solutions or generate new ideas.
> does not simply give in to the other person to avoid conflict.

Boss Discrepancies

	Never	Rarely	Sometimes	Often	Almost Always	
Openly express my thoughts and feelings (EE)			* Boss			* Self
Try to stay flexible and optimistic (AD)			* Self			* Boss
Adamantly stick to my own position (WI)		* Self		* Boss		
Feel upset but don't show it (HE)		* Self				* Boss

Peer Discrepancies

	Never	Rarely	Sometimes	Often	Almost Always	
Brainstorm with the other person to create new ideas (CS)		* Peers		* Self		
Openly express my thoughts and feelings (EE)			* Peers			* Self
Adamantly stick to my own position (WI)		* Self			* Peers	
Feel upset but don't show it (HE)		* Self			* Peers	

Direct Report Discrepancies

	Never	Rarely	Sometimes	Often	Almost Always	
Openly express my thoughts and feelings (EE)			* Reports			* Self
Delay responding until the situation has settled down (DR)			* Self			* Reports
Adamantly stick to my own position (WI)		* Self		* Reports		
Feel upset but don't show it (HE)		* Self			* Reports	

(Combined ratings by Boss, Peers, and Direct Reports)

	Before	During	After
Constructive	59	36	47
Destructive	47	44	64
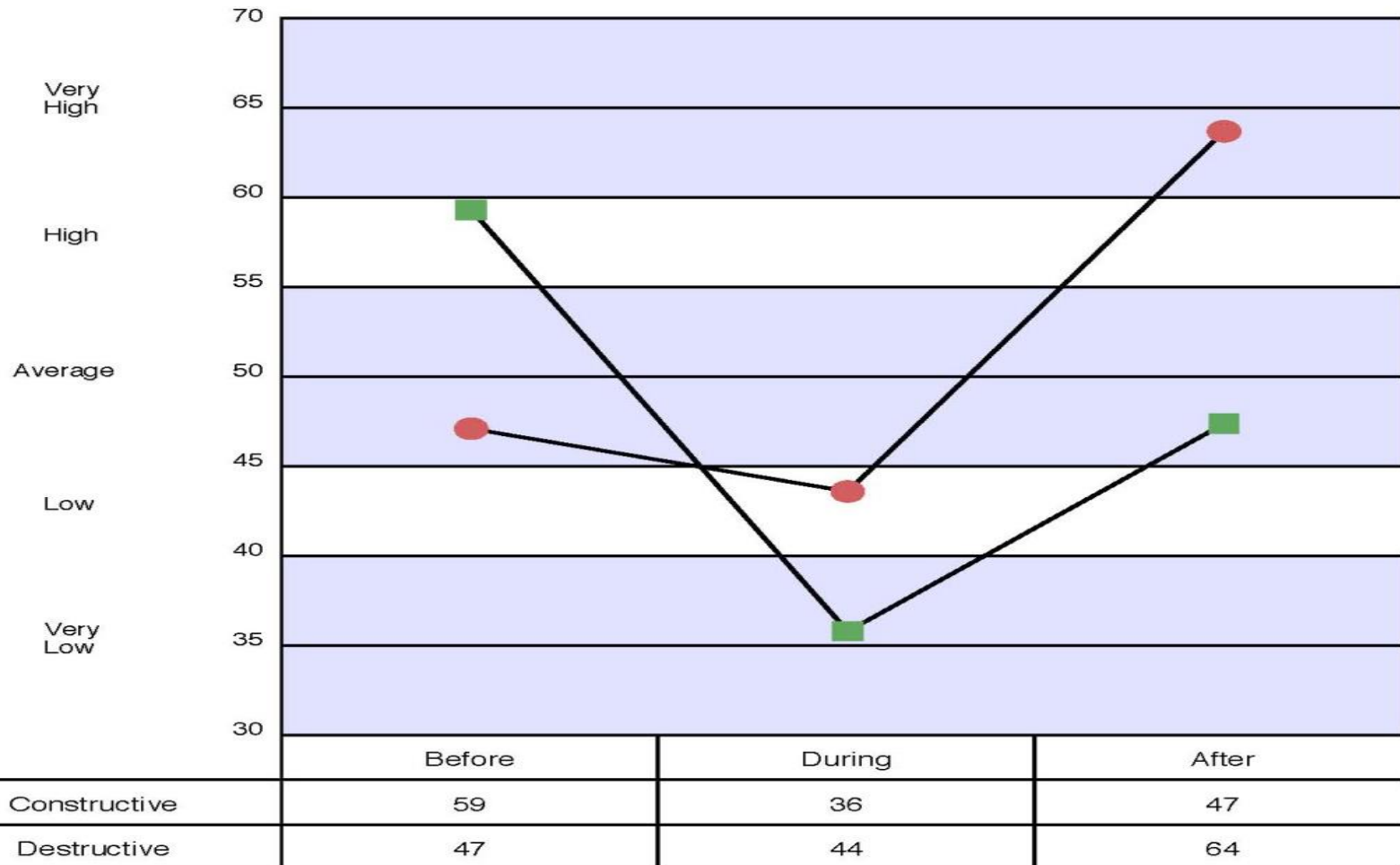
Legend: ■ Constructive ● Destructive

Organizational Perspective on Conflict

+ **Completed by self, boss, peers and direct reports**

+ **15 items tapping the degree to which each of the responses to conflict have a negative effect on careers within this particular organization**

+ **"In your organization, which of the following responses to conflict have the most negative effect on a person's career?"**

Behaviors Seen As Having Severe(S) or Moderate(M) Impact on Careers

Responses to Conflict	Self	Boss	Peers*	Direct Reports*
Being insensitive to the other person's point of view (PT)				
Failing to work with the other person to create solutions (CS)		M		
Failing to communicate honestly with the other person by expressing thoughts and feelings (EE)			S	S
Ignoring opportunities to reach out to the other person and repair things (RO)	M	S	S	
Reacting impulsively rather than analyzing the situation and thinking about the best response (RT)	M			
Responding immediately to conflict rather than letting emotions settle down (DR)		M		
Failing to adapt and be flexible during conflict situations (AD)	S			S
Arguing vigorously for one's own position, trying to win at all costs (WI)				
Expressing anger, raising one's voice, using harsh, angry words (DA)	S	S		S
Laughing at the other person, ridiculing the other, using sarcasm (DO)	S	M	S	
Obstructing or retaliating against the other, trying to get revenge later (RE)	S	S		S
Avoiding or ignoring the other person, acting distant and aloof (AV)	M			
Giving in to the other person in order to avoid further conflict (YL)	M	M		
Concealing one's true emotions even though feeling upset (HE)				
Replaying the incident over in one's mind, criticizing oneself for not handling it better (SC)	M			

* For this category, "severe negative impact" reflects a mean response of 2.5 or higher, and "moderate negative impact" reflects a mean response between 2.0 and 2.49. (on a 1 - 3 scale)

Applications

- ## The CDP at **Eckerd**
  - ### Applications in Executive Education at Eckerd
    - Mastering Conflict Dynamics Exec Ed course
    - Now offered as part of Workplace Mediation Certification
    - Individualized Coaching Programs
    - Customized Leadership Development Programs
  - ### Applications within Student Affairs
    - Resident Advisor Training
    - Incoming Freshman and Transfers
    - Student Leadership Groups

Applications

 ✦ **How do you envision using the CDP in your company or with your clients?**

Round Robin Feedback Sessions

➕ **Turn to Lee Jones' 360 report**

- **Prepare to conduct a feedback session with Lee.**
- **What stands out to you?**
- **What would you most like to highlight?**

➕ **In groups of two or three, conduct the feedback session.**

- **This will be conducted round robin, so at various times I will ask you to rotate facilitators.**

Debrief

Questions

- **As you think about using the CDP in your practice, what questions can we answer?**