CONFLICT DYNAMICS PROFILE®

EXPLORE. EQUIP. RESOLVE.

CDP Group MTI Test

CDP Group Report - 10 Participants

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Introduction

Conflict refers to any situation in which people have incompatible interests, goals, principles or feelings. This is, of course, a broad definition and encompasses many different situations. A conflict could arise, for instance, over a long-standing set of issues, a difference of opinion about strategy or tactics in the accomplishment of some business goal, incompatible beliefs, competition for resources and so on. Conflicts can also result when one person acts in a way that another individual sees as insensitive, thoughtless, or rude. A conflict, in short, can result from anything that places you and another person in opposition to one another.

Thus, conflict in life is inevitable. Despite our best efforts to prevent it, we inevitably find ourselves in disagreements with other people at times. This is not, however, necessarily bad. Some kinds of conflict can be productive—differing points of view can lead to creative solutions to problems. What largely separates useful conflict from destructive conflict is how the individuals respond when the conflict occurs. Thus, while conflict itself is inevitable, ineffective and harmful responses to conflict can be avoided, and effective and beneficial responses to conflict can be learned. That proposition is at the heart of the Conflict Dynamics Profile (CDP) Feedback Report you have received.

Some responses to conflict, whether occurring at its earliest stages or after it develops, can be thought of as constructive responses. That is, these responses have the effect of not escalating the conflict further. They tend to reduce the tension and keep the conflict focused on ideas, rather than personalities. Destructive responses, on the other hand, tend to make things worse—they do little to reduce the conflict, and allow it to remain focused on personalities. If conflict can be thought of as a fire, then constructive responses help to put the fire out, while destructive responses make the fire worse. Obviously, it is better to respond to conflict with constructive rather than destructive responses.

It is also possible to think of responses to conflict not simply as constructive or destructive, but as differing in terms of how active or passive they are. Active responses are those in which the individual takes some overt action in response to the conflict or provocation. Such responses can be either constructive or destructive—what makes them active is that they require some overt effort on the part of the individual. Passive responses, in contrast, do not require much in the way of effort from the person. Because they are passive, they primarily involve the person deciding to not take some kind of action. Again, passive responses can be either constructive or destructive—that is, they can make things better or they can make things worse.

Overview of the Group Profile

The Group Profile is a broad look at how the organization as a whole views itself and provides two kinds of information. First, it reveals how individuals within the organization tend to view themselves (self-data.) This information is created by averaging together the scores of all the individual self reports.

The individual CDP Feedback Report, in contrast, presents a relatively focused view of how a single employee perceives himself/herself. While this kind of focused feedback can be extremely useful to the individual, it is not equipped to provide a larger picture of the organization as a whole. That is the purpose of this Group Profile.

Responses to Conflict

The first part of this report describes how, as a group, the individuals taking the CDP see themselves when responding to conflict. Because the CDP measures fifteen different conflict behaviors, self-ratings are compared for each kind of behavior. The Constructive Responses are presented first, followed by the Destructive Responses and finally the Hot Buttons.

Interpreting the Group Profile

The way in which the information in this Group Profile is usually presented is through standardized scores. This method takes the responses of the individuals and compares them to the responses of thousands of people who have also completed the CDP. By doing so, this provides a standard by which to evaluate conflict behavior. These standardized scores take the form of numbers ranging from 0 to 100, although most scores will fall between 35 and 65. Whenever such scores are presented, there also will be some indication as to whether -- compared to thousands of others -- that score is very low, low, average, high, or very high.

In addition to the scale score for each participant, the CDP Group Report provides Maximum, Average and Minimum scores for each scale on the graph and table.
- The Maximum (Max) score is the highest score among all participants for each scale.
- The Average (Avg) score is the mean of all participant's scores for each scale.
- The Minimum (Min) score is the lowest score among all participants for each scale.

Guide to Responses to Conflict

Active-Constructive Response Profile

Four ways of responding to conflict which require some effort on the part of the individual, and which have the effect of reducing conflict: Perspective Taking, Creating Solutions, Expressing Emotions and Reaching Out.

Perspective Taking (PT) — Putting oneself in the other person's position and trying to understand that person's point of view

Creating Solutions (CS) — Brainstorming with the other person, asking questions, and trying to create solutions to the problem

Expressing Emotions (ES) — Talking honestly with the other person and expressing thoughts and feelings

Reaching Out (RO) — Reaching out to the other person, making the first move, and trying to make amends

Passive-Constructive Response Profile

Three ways of responding to conflict which have the effect of dampening the conflict, or preventing escalation, but which do not require any active response from the individual: Reflective Thinking, Delay Responding and Adapting.

Reflective Thinking (RT) — Analyzing the situation, weighing the pros and cons, and thinking about the best response

Delay Responding (DR) — Waiting things out, letting matters settle down, or taking a 'time out' when emotions are running high

Adapting (AD) — Staying flexible, and trying to make the best of the situation

Active-Destructive Response Profile

Four ways of responding to conflict which through some effort on the part of the individual have the effect of escalating the conflict: Winning at All Costs, Displaying Anger, Demeaning Others and Retaliating.

Winning (WI)   Arguing vigorously for your own position and trying to win at all costs

Displaying Anger (DA)   Expressing anger, raising your voice, and using harsh, angry words

Demeaning Others (DO)   Laughing at the other person, ridiculing the other's ideas, and using sarcasm

Retaliating (RE)   Obstructing the other person, retaliating against the other, and trying to get revenge later

Passive-Destructive Response Profile

Four ways of responding to conflict which due to lack of effort or action by the individual cause the conflict to either continue, or to be resolved in an unsatisfactory manner: Avoiding, Yielding, Hiding Emotions and Self-Criticizing.

Avoiding (AV)   Avoiding or ignoring the other person, acting distant and aloof

Yielding (YI)   Giving in to the other person in order to avoid further conflict

Hiding Emotions (HE)   Concealing your true emotions even though feeling upset

Self-Criticizing (SC)   Replaying the incident over in your mind later, and criticizing yourself for not handling it better

Constructive Responses

(Higher numbers are more desirable.)

	Perspective Taking	Creating Solutions	Expressing Emotions	Reaching Out	Reflective Thinking	Delay Responding	Adapting
Max	71	68	67	69	70	80	75
Average	57	53	52	54	56	54	55
Min	48	30	37	48	27	28	37
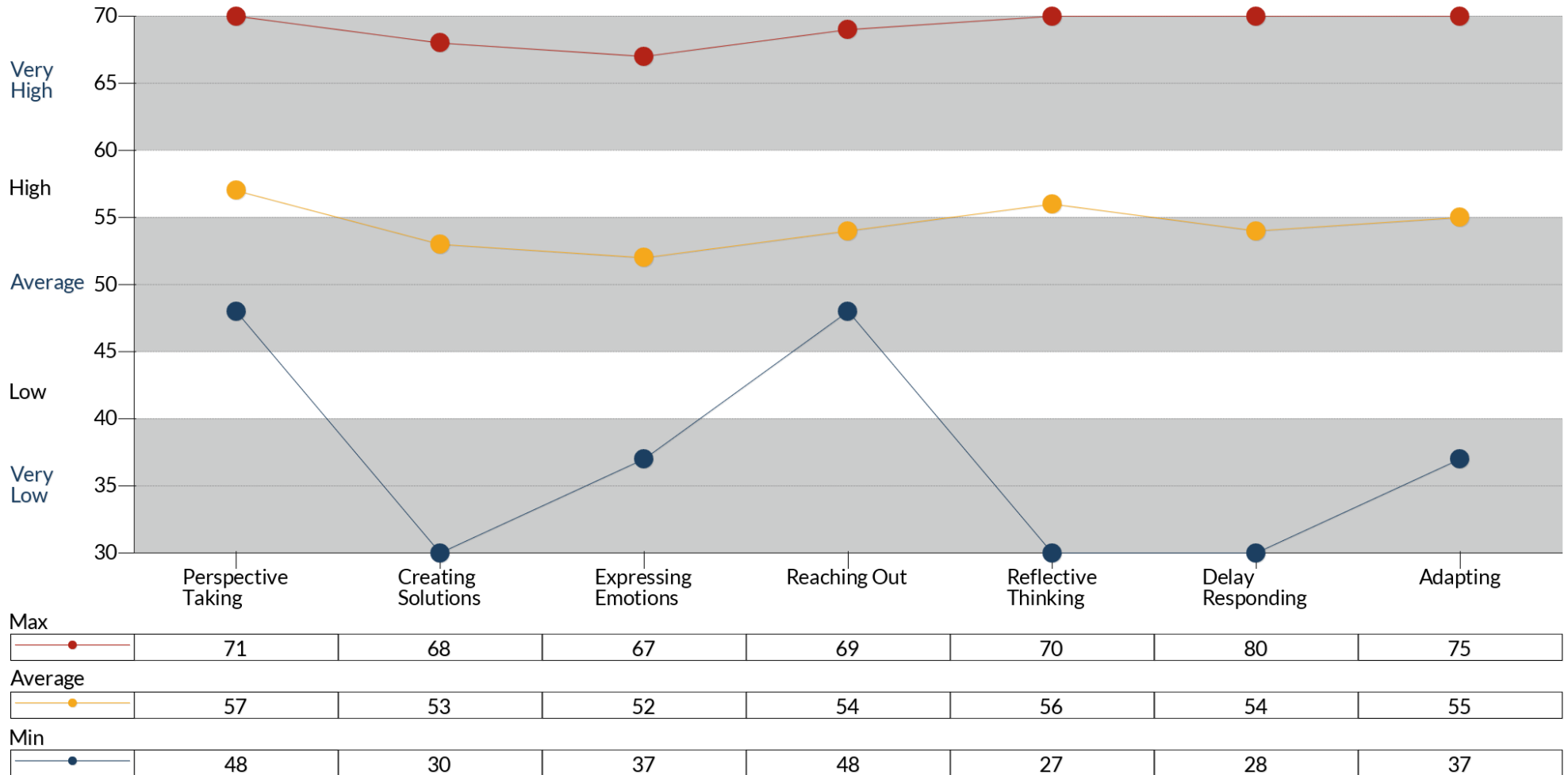
Destructive Responses

(Lower numbers are more desirable.)
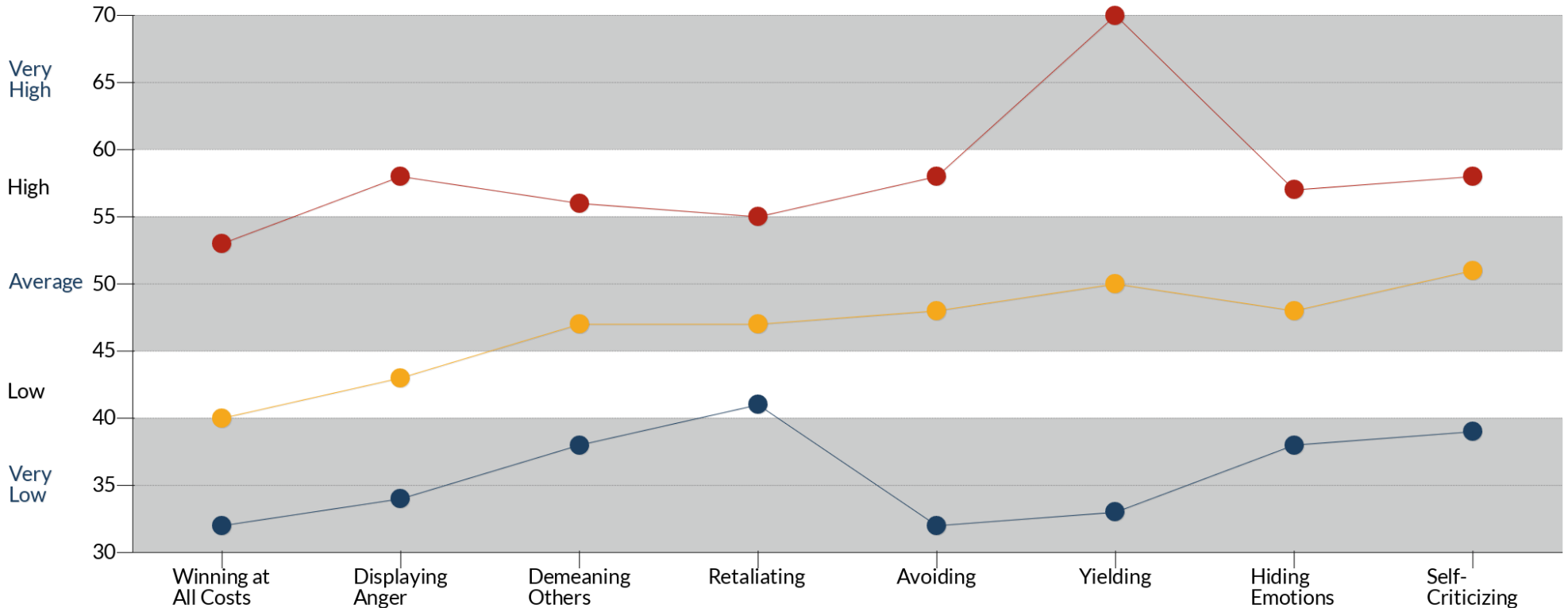
Max		Winning at All Costs	Displaying Anger	Demeaning Others	Retaliating	Avoiding	Yielding	Hiding Emotions	Self-Criticizing
		53	58	56	55	58	71	57	58
Average		40	43	47	47	48	50	48	51
Min		32	34	38	41	32	33	38	39

Hot Buttons Profile

This portion of the CDP Feedback Report is a bit different from the others. Instead of indicating how you typically respond to conflict situations, this section provides insight into the kinds of people and situations which are likely to upset you and potentially cause conflict to occur: in short, your hot buttons.

Below you will find a brief description of each of the hot buttons measured by the CDP, and on the following page a graph which illustrates how upsetting--compared to people in general--you find each situation. Obviously, these do not represent every possible hot button that people may have; they are simply some of the most common ones. In each case, a higher score on the scale indicates that you get especially irritated and upset by that particular situation.

Unreliable (UR)	Those who are unreliable, miss deadlines and cannot be counted on.
Overly-Analytical (OA)	Those who are perfectionists, over-analyze things and focus too much on minor issues.
Unappreciative (UA)	Those who fail to give credit to others or seldom praise good performance.
Aloof (AL)	Those who isolate themselves, do not seek input from others or are hard to approach.
Micro-Managing (MM)	Those who constantly monitor and check up on the work of others.
Self-Centered (SN)	Those who are self-centered or believe they are always correct.
Abrasive (AB)	Those who are arrogant, sarcastic and abrasive.
Untrustworthy (UT)	Those who exploit others, take undeserved credit or cannot be trusted.
Hostile (HO)	Those who lose their tempers, become angry or yell at others.

Hot Buttons

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

	Unreliable	Overly Analytical	Unappreciative	Aloof	Micro-Managing	Self-Centered	Abrasive	Untrustworthy	Hostile
Max	57	74	66	77	67	67	72	64	66
Average	49	54	53	51	52	53	49	55	57
Min	37	38	39	33	37	32	32	41	44
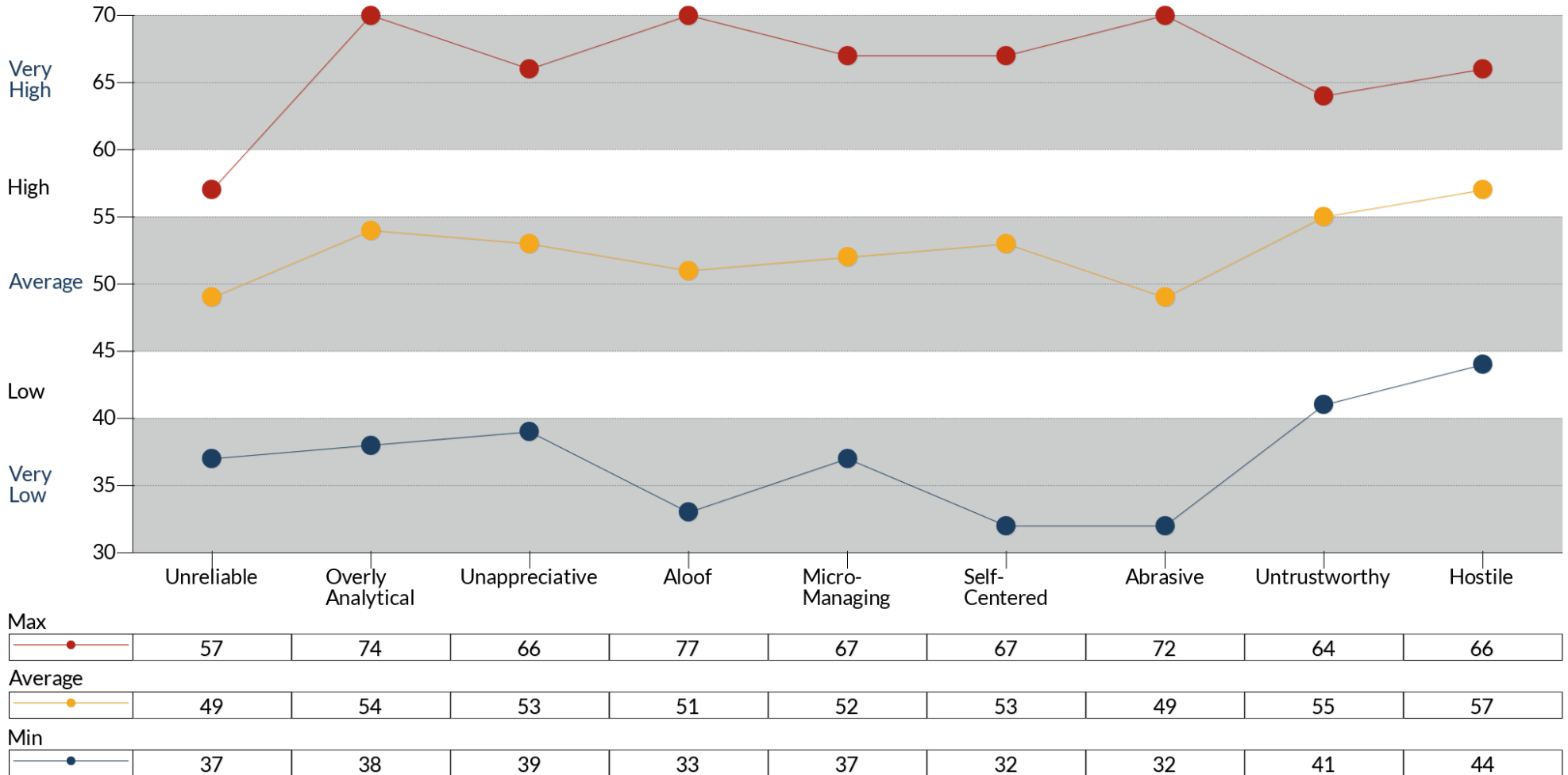
Score Summary

NAME	PT	CS	EE	RO	RT	DR	AD	WI	DA	DO	RE	AV	YI	HE	SC	UR	OA	UA	AL	MM	SN	AB	UT	HO
Participant 1	71	59	67	48	70	80	75	32	34	38	41	32	37	46	58	51	60	48	44	67	61	46	56	47
Participant 2	51	51	59	48	44	28	40	53	50	51	55	54	52	42	52	37	67	48	48	55	48	52	56	53
Participant 3	68	63	50	56	70	52	52	36	34	38	45	39	41	46	45	57	60	60	48	46	32	46	41	47
Participant 4	61	55	41	52	70	68	64	45	46	51	50	47	60	57	49	44	38	45	48	55	67	39	60	63
Participant 5	48	59	65	48	57	40	40	45	46	43	41	47	33	38	39	57	41	51	41	37	42	42	49	56
Participant 6	71	68	59	69	53	48	67	45	50	43	41	47	52	42	55	51	60	63	77	55	61	62	64	60
Participant 7	51	30	37	56	47	68	56	44	34	43	52	50	54	54	48	51	49	54	55	58	64	52	53	66
Participant 8	48	51	47	56	70	52	60	32	38	56	45	58	56	57	58	44	49	66	59	49	58	72	64	66
Participant 9	54	51	50	52	53	64	56	36	38	51	45	50	48	46	45	44	45	39	33	40	45	32	49	44
Participant 10	48	46	47	52	27	40	37	36	58	51	50	54	71	50	58	51	74	57	55	61	48	42	56	66
AVERAGE	**57**	**53**	**52**	**54**	**56**	**54**	**55**	**40**	**43**	**47**	**47**	**48**	**50**	**48**	**51**	**49**	**54**	**53**	**51**	**52**	**53**	**49**	**55**	**57**
MAXIMUM	71	68	67	69	70	80	75	53	58	56	55	58	71	57	58	57	74	66	77	67	67	72	64	66
MINIMUM	48	30	37	48	27	28	37	32	34	38	41	32	33	38	39	37	38	39	33	37	32	32	41	44

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