



Conflict is inevitable.

But it doesn't have to be destructive to you, the team or the organisation.

This document has been provided to help you understand the Conflict Dynamics Profile® and how it could help you to understand yourself, others and successful conflict behaviours.

Inside you'll find:

- Conflict Dynamics Profile® Background**
- Why is understanding your Conflict Dynamics Profile important?**
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“I have been trained and certified in numerous profiling tools, and never before have I found such a robust, well-researched and evidenced tool, and with better resources for the participant than I have with the Conflict Dynamics Profile®. Not only does the participant gain a remarkable understanding of their own 'hot buttons' and how to constructively respond when they're 'pushed', the Development Guide provided is the most useful resource tool that can be referred back to time and again. No other programme has such a remarkable follow-up guide than this in my experience!”

Noel Posus, Master Coach & Certified Practitioner

Policy: As you read through this document, it is also important that you are made aware of the Project Balance policy on “selling” profile assessments.

We will not sell a profile without the appropriate debrief sessions as well. Whether the participant is doing the individual self-assessment or the 360° version, there is a requirement of two (2) debrief sessions. The first reviews the material and the participant and coach work together to establish some objectives and development exercises to work toward, with a plan in place to achieve the desired results. The second session is to review the outcomes of the plan, celebrate the achievements, solidify the learning and identify and plan for further development. Additional sessions can also be arranged for longer-term development plans.

If an exception to this policy is desired, it needs to be negotiated with an alternative follow-up plan put in place, such as with another coach or the participant's manager.

Conflict Dynamics Profile® Background

To a considerable degree, the **Conflict Dynamics Profile®** was developed in response to the approach taken by a number of existing measures. Such instruments as the Thomas-Kilmann Instrument (Thomas & Kilmann, 1974), Negotiating Styles Profile (Glaser & Glaser, 1996), and Rahim Organisational Conflict Inventories (Rahim, 1983) are all based on a model similar to or derived from that of Blake and Mouton's (1964, 1970) theoretical model, which argues that conflict style results from one's standing on two underlying dimensions: a desire to satisfy one's own needs, and a desire to satisfy the other person's needs. As a result, the constructs measured by those instruments (avoidance, accommodation, compromise, collaboration and competition) are fundamentally defined in terms of ultimate goals such as avoiding conflict or winning a negotiation.

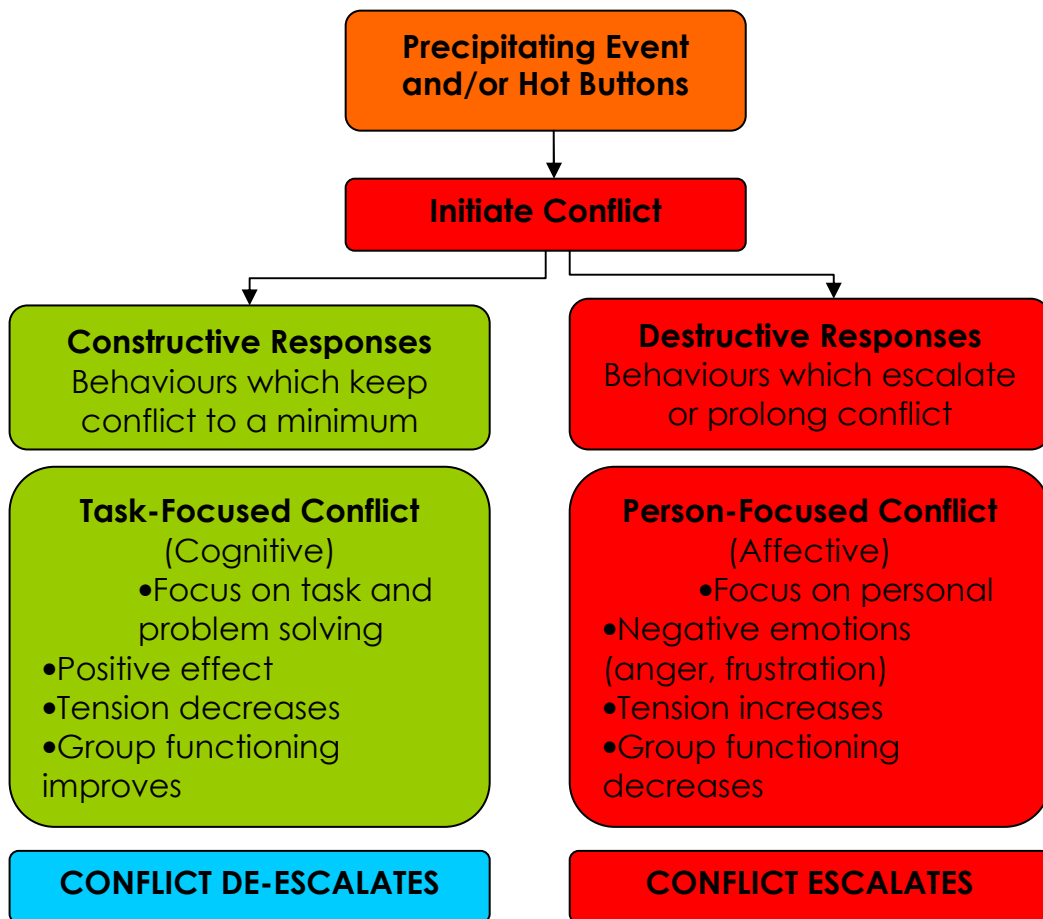
The Conflict Dynamics Profile® on the other hand, is explicitly based on a behavioural orientation. That is, rather than try to identify conflict "styles" – which represent a combination of behaviour, personality, and motivation that can be difficult to change – we made the decision to focus exclusively on the behaviours people typically display when faced with conflict. We made this choice for two reasons. First, focusing on specific sets of behaviours would allow detailed examination, and subsequently greater understanding, of how people typically respond to conflict. Second, an explicit behavioural approach, we believed, would provide especially useful information to individuals whose goal is to change.

Because we do not focus on personality and motivation, but only on how people act, we take the optimistic position that people can change their behaviour for the better. That is, people can change the way they respond to conflict, and the more people know, the better equipped they will be to change. Specifically, the more they know about how they act before, during and after conflict, what sets them off most easily, and what responses to conflict are especially harmful in their own organisation, then the better equipped and (it is hoped) motivated they will be to change.

As a psychometrically sound instrument, the CDP shows solid evidence of reliability and validity and has been normed against a variety of organisations. **Easily completed in 20-25 minutes, the CDP comes with a thorough Development Guide offering practical tips and strategies for strengthening conflict management skills.**

Why is understanding your Conflict Dynamics Profile important?

Simply put, once you are more fully aware of your automatic “reactions” to a conflict, the better you will be to self-manage your “responses” to that conflict and properly de-escalate it more effectively as shown in the diagram below.



It's important to know which behaviours you're going to choose before, during and after a conflict in order to be most effective in the conflict situation.

And yes, it is a choice!

Conflict Behaviours

The Conflict Behaviours listed below demonstrate the various choices we have to either “react” or “respond” to conflict.

	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-Criticising

Hot Buttons

Everyone has Hot Buttons from the list below.

- Unreliable
- Overly Analytical
- Unappreciative
- Aloof
- Micro-managing
- Self-centred
- Abrasive
- Untrustworthy
- Hostile



CDP Benefits and Applications

Easy to Use

Quickly and easily completed in 20-25 minutes, the CDP can be used for professionals at all levels and is applicable for all types of organisations.

Flexible

The CDP can be used within the context of an existing training program, as part of a custom program designed by a certified practitioner, as a stand-alone assessment for an individual or group of employees or as part of a coaching intervention.

Psychometrically Sound

The CDP shows solid evidence of reliability and validity and has been normed against a variety of organisations.

Applications

Since the topic of conflict is so universal, there are numerous ways of to use the CDP. Although the instrument can be given to individuals at all levels and in different types of organisations and settings, its primary applications are as follows.

Leadership Development

Our research suggests that effective conflict management is one of the primary development needs of leaders and managers. Specifically, effectiveness in the four Active/Constructive scales (Perspective Taking, Creating Solutions, Expressing Emotions and Reaching Out) is related to promotion and the perception of excellent leadership skills.

Given how pervasive conflict is, it is essential that people have the skills to handle it effectively. By focusing specifically on this one topic, the CDP provides managers with in-depth feedback on their responses to conflict and how their behaviours impact others.

The CDP can be used as part of an internal leadership training program.

Conflict Resolution

One of the primary uses of the CDP is to help individuals, teams and organisation resolve specific conflict issues. Not only can it be used as a preventative tool to reduce the amount of conflict in the future, but it also can be used to address current, ongoing situations. The conflict can range from a one-on-one disagreement, to a dysfunctional team, to an overall pattern throughout an organisation of destructive conflict management. Whatever the scenario, the CDP can identify the problem areas and target specific areas for improvement.

Career Development / Individual Coaching

The CDP can be used alone or in combination with other assessment tools to help talented managers and individual contributors move into more complex or demanding roles and prepare them for future career growth. In some cases, employees have a distinct development need in the area of conflict management, and the CDP can provide thorough information as to specific behaviours that need to be addressed.

The approach is often used in one of the three following scenarios:

- The employee has attended some type of training program within the organisation or from an outside vendor and would like additional, follow-up coaching specifically in the area of conflict resolution.
- The employee does not particularly like group learning environments and prefers a one-on-one setting.

- The employee, although a high performer, does not handle conflict effectively and needs targeted assistance.

In each of these cases, feedback on the CDP and subsequent developmental planning with its companion workbook, *Managing Conflict Dynamics: A Practical Approach*, can be very beneficial. A combination of coaching, face-to-face goal-setting sessions, on site “shadowing”, ongoing evaluation of progress and reassessment over a designated period of time can result in great improvement.

Team Building

Unresolved conflict can be devastating to a team. Communication breakdowns often lead to avoidance and resentment which, in turn, lead to lower satisfaction, productivity and general effectiveness. Conducting a team intervention with the CDP (and possibly other assessment tools) can be the starting point for establishing guidelines for handling conflict in the future.

Even with high-functioning teams, there usually are areas of conflict, which if not addressed, have the potential to derail the team.

Having each member of the team receive feedback on the CDP helps team members identify problem areas and foster a more cohesive and supportive team environment. Facilitating open and honest discussions about specific issues can really improve the team dynamics and provide an enhanced working environment.

Organisational Development

The CDP can be used on a company-wide scale to maximise the potential of the entire organisation. Before implementing any organisational development initiative, there is great value in first diagnosing and understanding the role of the organisation’s “culture” and its impact on the new initiative. The CDP looks specifically at the Organisational Perspective on conflict and which responses to conflict are especially problematic in a particular organisation.

Widespread feedback throughout an organisation establishes the foundation needed for changing an organisation’s “conflict culture” to one where effective responses to conflict are the norm rather than the exception. Every job, no matter what level or type of organisation, requires some aspect of dealing with conflict, so a comprehensive approach can benefit the organisation as a whole.

Change Management

The CDP can be used with organisations during transitions or restructurings to deal more effectively with the misperceptions, anxieties and cultural clashes which often arise during times of change. Although recurring change is the norm in organisational life today, people often underestimate the emotional and intellectual challenges that come with it. Using the CDP during these times can bring to light issues that may be causing problems and conflicts among employees. The written CDP feedback is especially useful during mergers and acquisitions to help establish the guidelines for future interactions in the “new” company.

Succession Planning

The CDP can be used as one of the factors considered in promotional decisions. In combination with additional assessment tools and other methods such as in –depth interviews, simulation exercises and job fit analyses, the CDP adds a comprehensive and objective view of the candidate’s behaviour in dealing with conflict, a key skill as a manager progresses up the ladder.

Needs Analysis

Composite information (Group Profiles) on the CDP can be invaluable in determining future training needs. Areas of strength can be celebrated, and development areas can be specifically addressed in targeted, follow-up training. Group Profiles can be produced for intact teams, specific departments or the organisation as a whole.

Relationship Counselling

The CDP can be used in counselling settings as one strategy of building mutual understanding and cooperation. Many of the scales on the instrument directly address common communication issues which often arise in interpersonal conflict. Once identified through the CDP, these issues can become the focus for improving the relationship.

CDP-I – an individual self-assessment survey

The **CDP-Individual (CDP-I)** is the self-assessment version of the CDP. It is conducted in an online platform for ease of accessibility and completion. It uses the same questions about behavioural responses to conflict and hot buttons as the CDP-360°. Each person taking the CDP-I gets a feedback report and development guide.

While the CDP-360° provides richer feedback from others, the CDP-I is excellent when a simpler, less expensive assessment instrument is needed.

Feedback Report

The CDP-I feedback report includes graphs that:

1. Identify your Constructive Responses – that is, how well you demonstrate desirable behaviours during a conflict.
2. Identify your Destructive Responses – that is, how well you control the undesirable behaviours during a conflict.
3. Identify your Hot Buttons – that is, what tends to frustrate or irritate you about how others behave.

[You can view a sample report by clicking here.](#)

<http://www.conflictdynamics.org/cdp/files%20for%20download/CDP-I%20Sample%20Report.pdf>

Development Guide

The CDP-I Development Guide contains over 40 pages of tips for individual improvement in the area of conflict resolution. Each of the 15 Constructive/Destructive scales is featured with a description of the scale, interpretive information and development suggestions for scores out of the average range. The section on Hot Buttons highlights “cooling strategies” for dealing with people and situations that you find most annoying. In addition, the guide includes an action planning worksheet which outlines steps for further development.

CDP-360° - a multi/rater/360° - type assessment

CDP-360° Overview

The **CDP-360°** is our preferred multi-rater tool for soliciting feedback from Up, Down, Across, Outside and Within a person's sphere to produce a complete "conflict profile" from which to coach, mentor and consult.

The CDP-360° is a multi-rater version of the CDP that is conducted in an online format. People who take the CDP-360° receive a feedback report and a development guide.

The **CDP-360° produces a complete "conflict profile" by providing feedback on:**

1. What provokes an individual (Hot Buttons)
2. How that individual perceives the way s/he typically responds to conflict
3. How others view that individual responding to conflict
4. How the individual responds before, during and after a conflict
5. Which responses to conflict have the potential to harm one's position in a particular organisation

Feedback Report

The CDP-360° Feedback Report presents results in text form as well as in clear, understandable tables and graphs. The 22-page Feedback Report includes the following:

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, Reaching Out and Expressing Emotions.

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.

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.

Passive Destructive Response Profile

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

Scale Profile

How one's typical responses during conflict are viewed by his/her boss, peers and direct reports.

Discrepancy Profile

The particular response to conflict on which one's self-perceptions and those of others differ most markedly.

Dynamic Conflict Sequence

How constructively and destructively one responds to conflict before it begins, while it is underway, and after it is over.

Organisational Perspective on Conflict

The particular responses to conflict which are especially discouraged in one's organisation; regularly engaging in these responses can have severe negative effects for one's career.

Hot Buttons Profile

The types of people and situations most likely to irritate the individual and provoke conflict.

Developmental Feedback

Direct comments about one's responses to conflict from his/her boss, peers and direct reports.

Developmental Worksheets

Two worksheets to aid the individual in identifying his/her clearest opportunities for development.

[Click here to view a sample CDP-360° feedback report.](#)

<http://www.conflictdynamics.org/cdp/files%20for%20download/Pat%20Sample%20report.PDF>

CDP – Open Development Guide:***Managing Conflict Dynamics: A Practical Approach***

Accompanying the Conflict Dynamics Report is a detailed and user-friendly development guide. Over 115 pages in length, *Managing Conflict Dynamics: A Practical Approach* is based on the idea that while conflict itself is inevitable, ineffective and harmful responses to conflict can be avoided, and effective and beneficial response to conflict can be learned.

Better conflict management is the goal of this guide, and its focus is particularly on those areas in which individuals have the most control – contending with provocation and appropriately responding to conflict.

While this guide accompanies the Conflict Dynamics Profile, it can easily be used without the instrument for anyone interested in improving his or her conflict management skills. All the information, advice and activities are described in a format that is easy to understand and follow. *Managing Conflict Dynamics: A Practical Approach* is available to purchase separately.

Topics covered include:

- Confronting conflict while building relationships
- Managing emotions (yours and others)
- Resolving conflict
- Accepting conflict
- Cooling your Hot Buttons

“This is the best resource tool I have ever encountered for any assessment tool on the market, for any purpose!”

Noel Posus, Master Coach & Certified Practitioner

Pricing and Booking Information

Each of the items below are available for the investment listed.

CDP-I – an individual self-assessment survey

This self-assessment survey, the development guide and the two required debrief sessions

Investment: \$700.00 + GST

CDP-360° - a multi/rater/360° - type assessment

This 360-assessment survey, the development guide and the two required debrief sessions

Investment: \$1000.00 + GST

CDP – Open Development Guide:

Managing Conflict Dynamics: A Practical Approach

Book only

Investment: \$100.00 + GST

Workshops – Custom Designed

I will custom design workshops for your organisation as either half-day, full-day or two-day programmes. We must complete a “scope of work” interview to commence this process.

Investment:

\$200.00 per hour + GST for development time – generally 8 hours or less

\$1500.00 + GST for half-day programme facilitation

\$3000.00 + GST for full-day programme facilitation

\$5000.00 + GST for two-day programme facilitation

Plus any travel costs which may be applicable

Getting Started:

Contact Project Balance – Gary Scholz gary@projectbalance.com.au – www.projectbalance.com.au

To arrange for an appointment with:

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