

Conflict Dynamics Profile®

Center for Conflict Dynamics
at Eckerd College

CDP Addresses Workplace Conflict

- Diagnoses behaviors that help resolve or inflame conflict
- Provides resources for changing those behaviors which lead to harmful conflict
- Applies strategies for improving conflict resolution skills that are useful and practical
- Used by the Center for Creative Leadership® to assess vital component of leadership – conflict resolution behaviors

CDP provides a complete conflict profile including:

- what provokes an individual
- how that individual perceives the way he or she responds to conflict
- how others view that individual responding to conflict
- how the individual responds before, during, and after conflict
- which behaviors harm one's position in a particular organization

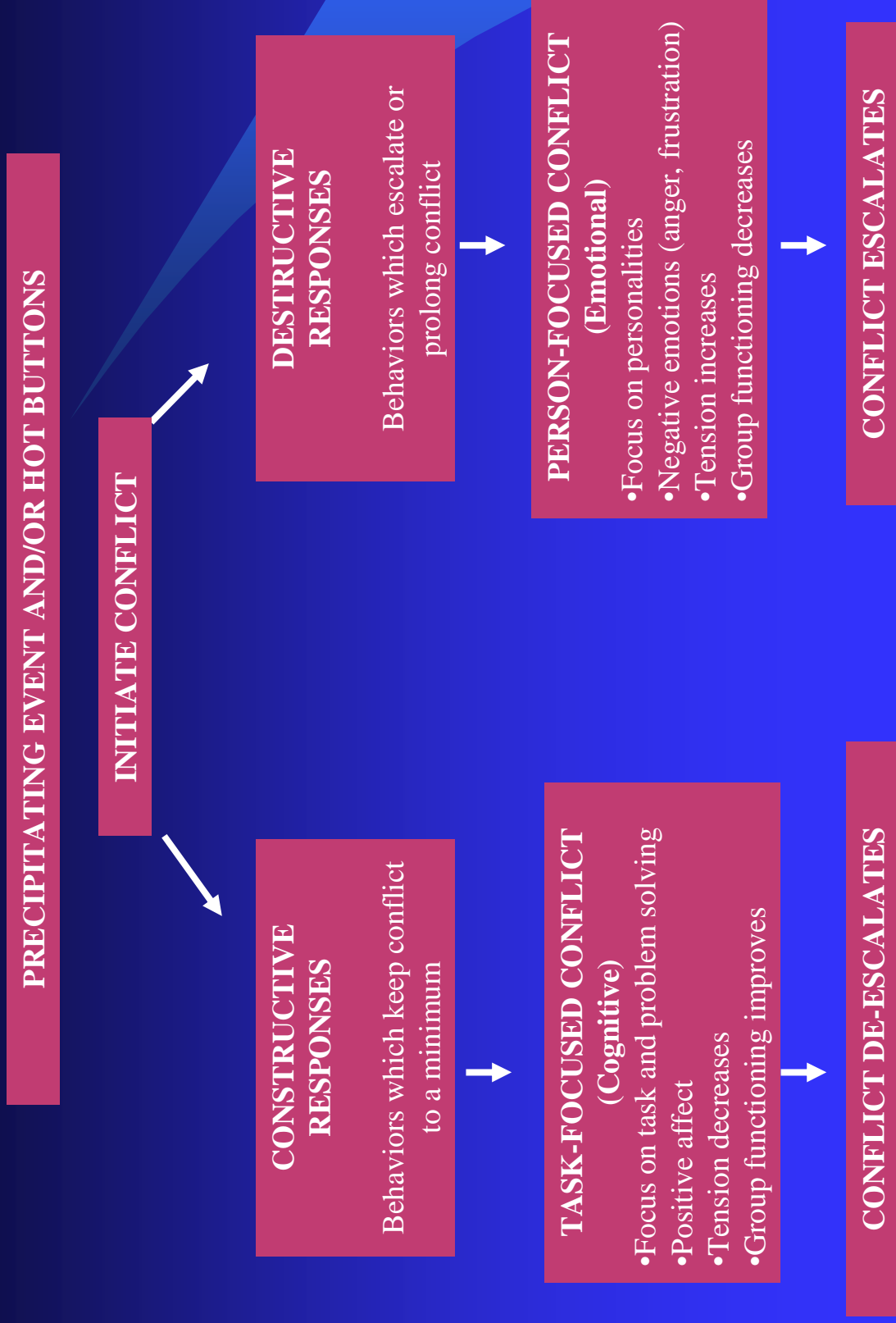
Five Themes

- The CDP is explicitly based on a *behavioral orientation*
- People can change the way they respond to conflict
- Conflict can best be thought of as an unfolding process
- The earliest responses to conflict have the largest effect on how conflict unfolds
- The more people know, the better equipped they will be to change

CDP Approach

- To focus explicitly on specific behavioral responses to conflict, and how they might be changed
- To examine the way conflicts unfold over time
- To start with the assumption that conflict is inevitable; it cannot, nor should it, be completely avoided
- The goal of successful conflict management is not its elimination, but to reduce its harmful effects and maximize its useful ones

Path of Conflict



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

The Nine Hot Buttons

- Abrasive
- Aloof
- Hostile
- Micro-Managing
- Overly-Analytical
- Self-Centered
- Unappreciative
- Unreliable
- Untrustworthy

Constructive Responses

Behaviors which research has demonstrated to be highly effective in keeping the harmful effects of conflict to a minimum

Constructive responses emphasize:

- Task-completion
- Creative problem-solving & exchanging ideas
- Expressing positive emotions & optimism
- Not provoking the other person

Destructive Responses

Behaviors which research has demonstrated to escalate or prolong conflict

Destructive responses emphasize:

- Expressing negative emotions
- Trying to win, no matter what
- Lacking 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

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

Active

CDP Development Guide

- Thorough guide accompanying the CDP which addresses constructive/destructive behaviors and hot buttons
- Practical information, advice, and activities
- Essential resource for creating ongoing development plan

When to Use the CDP

- Managers are spending too much time dealing with conflict
- Team effectiveness is compromised
- Organizational culture is undergoing change
- Productivity is decreasing

The CDP Can Help

- Provide a strategy for addressing workplace conflict
- Improve individual and team performance
- Reduce management time spent in dealing with conflict
- Increase leadership capabilities by developing stronger conflict resolution skills
- Build a “win-win” conflict culture