

# Conflict Dynamics Profile<sup>®</sup>

ASSESSING CONFLICT BEHAVIOR



conflict *cdp* dynamics profile<sup>®</sup>

An assessment instrument developed by the  
LEADERSHIP DEVELOPMENT INSTITUTE at Eckerd College  
[www.conflictdynamics.org](http://www.conflictdynamics.org)



SPECIFIC  
PERSONAL  
CREDIBLE



## Conflict Dynamics Profile® (CDP)

“THE CONFLICT DYNAMICS PROFILE IS SPECIFIC, PERSONAL AND CREDIBLE, BUT, MOST IMPORTANT, IT PROVIDES ACTIONABLE 360-DEGREE FEEDBACK ON HOW OTHERS PERCEIVE AN INDIVIDUAL’S RESPONSE TO CONFLICT.”

JOHN PAUL MORGANTE  
*Training Media Review*

Unresolved workplace conflict can cost organizations a great deal of time and money. Wasted management time, absenteeism, lowered employee retention, medical claims, grievances, lawsuits and workplace violence can all be aggravated by ineffective conflict management efforts.

The Conflict Dynamics Profile (CDP) was developed to prevent harmful conflict in the workplace. It provides managers and employees with a greater awareness of how they respond when faced with conflict so that they can improve on those behaviors causing the most problems.

The CDP’s focus on conflict **behaviors**, rather than styles, emphasizes an action-oriented approach which lessens the problems associated with harmful or unproductive forms of conflict and results in more effective conflict management skills.

There are two versions of the CDP: the CDP-360 and CDP-Individual (CDP-I). The CDP-I is a “self-report” (it only looks at how you view yourself), whereas the CDP-360 is a full spectrum tool which gives not only your self view but also delineates feedback from bosses, peers and direct reports.

The CDP-360 produces a complete “conflict profile” by providing feedback on

- What provokes an individual
- How an individual perceives the way he or she typically responds to conflict
- How others view the individual responding to conflict
- How the individual responds before, during and after conflict
- Which behaviors harm one’s position in a particular organization

Whatever the scenario, the CDP can identify problems and target specific areas for improvement.

EASY TO USE  
FLEXIBLE  
VERSATILE



# CDP Benefits and Applications

## Easy to Use

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

## Flexible

The CDP can be used within the context of an existing training program, as part of a custom program designed by the Leadership Development Institute at Eckerd College, 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 organizations.

## Scales

The CDP highlights the following 15 behaviors or scales:

ACTIVE CONSTRUCTIVE	PASSIVE CONSTRUCTIVE
Perspective Taking	Reflective Thinking
Creating Solutions	Delay Responding
Expressing Emotions	Adapting
Reaching Out	

ACTIVE DESTRUCTIVE	PASSIVE DESTRUCTIVE
Winning at all Costs	Avoiding
Displaying Anger	Yielding
Demaneing Others	Hiding Emotions
Retaliating	Self-Criticizing

The CDP is used by the  
Center for Creative Leadership (CCL)<sup>®</sup> in  
its Foundations of Leadership Program.

## Applications

Since the topic of conflict is so universal, there are numerous ways to use the CDP. Although the instrument can be given to individuals at all levels and in different types of organizations 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 behaviors impact others.

The CDP can be used as part of an internal leadership training program, or certified users can choose to conduct **Resolving Conflict Effectively**, an already designed, skill-building course built around the CDP. In either case, this critical skill set is addressed.

### Conflict Resolution

One of the primary uses of the CDP is to help individuals, teams and organizations 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 conflicts can range from a one-on-one disagreement, to a dysfunctional team, to an overall pattern throughout an organization 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 behaviors that need to be addressed.



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

- The employee has attended some type of training program either within the organization 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; or
- 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.

## Teambuilding

Unresolved conflict can be devastating to a team. Communication breakdowns often lead to avoidance and resentment which, in turn, lead to lower satisfaction and productivity. 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.

## Organizational Development

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

Widespread feedback throughout an organization establishes the foundation needed for changing an organization’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 organization, requires some aspect of dealing with conflict, so a comprehensive approach can benefit the organization as a whole.

## Change Management

The CDP can be used with organizations during transitions or restructurings to deal more effectively with the misperceptions, anxieties and culture clashes which often arise during times of change. Although recurring change is the norm in organizational 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 promotion 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 a candidate’s behavior 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 organization as a whole.

## Relationship Counseling

The CDP can be used in counseling 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.

# Feedback Report and Development Guide

## Feedback Report

The 21-page CDP-360 feedback report is comprehensive, color coded and full of notes about interpretation. It presents results in text form as well as in clear, understandable tables and graphs.

## Response Profiles

The first part of the feedback report describes how you see yourself and how others see you in each of four areas:

- Active-Constructive responses
- Passive-Constructive responses
- Active-Destructive responses and
- Passive-Destructive responses

Because there are several different behaviors which fall into each of these areas, your self-ratings are compared to the ratings by your boss, peers and direct reports for each kind of behavior.

## Scale Profile

The next section of the report summarizes the ways you are seen by your boss, your peers and your direct reports. Since these statements are your colleagues' most strongly held views about the ways you respond to conflict situations, they give a snapshot picture of how you're perceived.

## Discrepancy Profile

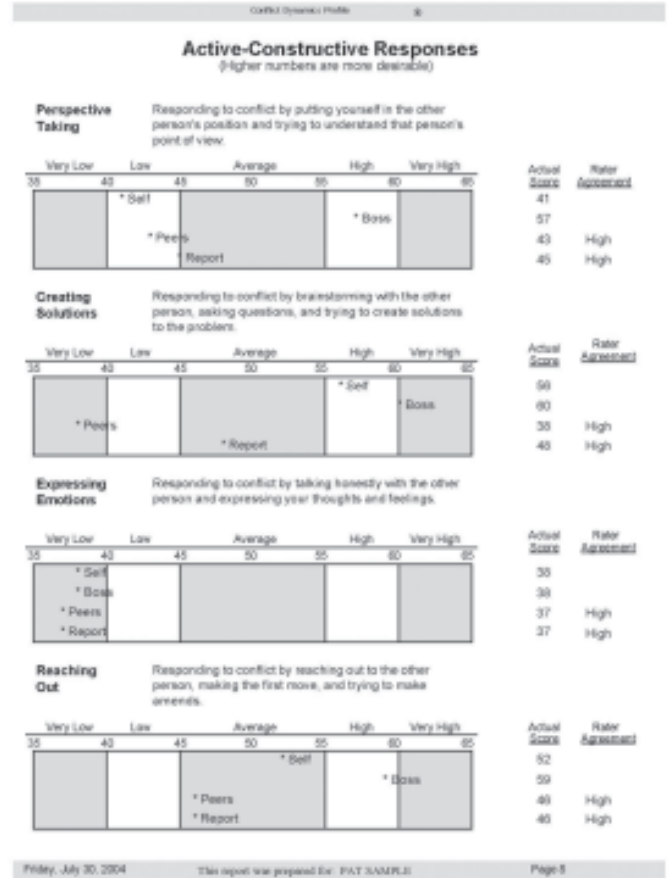
This section identifies the specific items from the CDP on which your self-perceptions and the observations of others are the most different. Because the way you view yourself can differ dramatically from the way others view you, this section is particularly helpful in exploring "gaps" in perceptions.

## Dynamic Conflict Sequence

Based on the idea that conflict is a dynamic process which unfolds over time, this section describes the way you respond to conflict when it is just beginning, when it is fully underway and after it is over.

## Organizational Perspective on Conflict

Based on information from you, your boss, peers and direct reports, this section identifies which responses to conflict are most frowned upon within your particular organization. Examining your own behavior in relation to the broader, organizational context helps you focus on the issues which could be most damaging to your career.



**Examining your own behavior in relation to the broader, organizational context helps you focus on the issues which could be most damaging to your career.**

### Hot Buttons Profile

This profile presents information regarding the kinds of situations and individuals that you find most annoying, and thus are most likely to provoke conflict—in short, your “hot buttons.” By learning something about the situations in which you are most likely to feel upset, you can better address conflicts in the future.

### Developmental Feedback

The final portion of the report provides open-ended comments from your boss, peers and direct reports regarding how you handle conflict. This verbatim feedback gives you specific information about strengths and development needs.

A complete CDP-360 sample report can be found at [http://www.conflictdynamics.org/images/feedback\\_report.pdf](http://www.conflictdynamics.org/images/feedback_report.pdf)

### Group Feedback Report

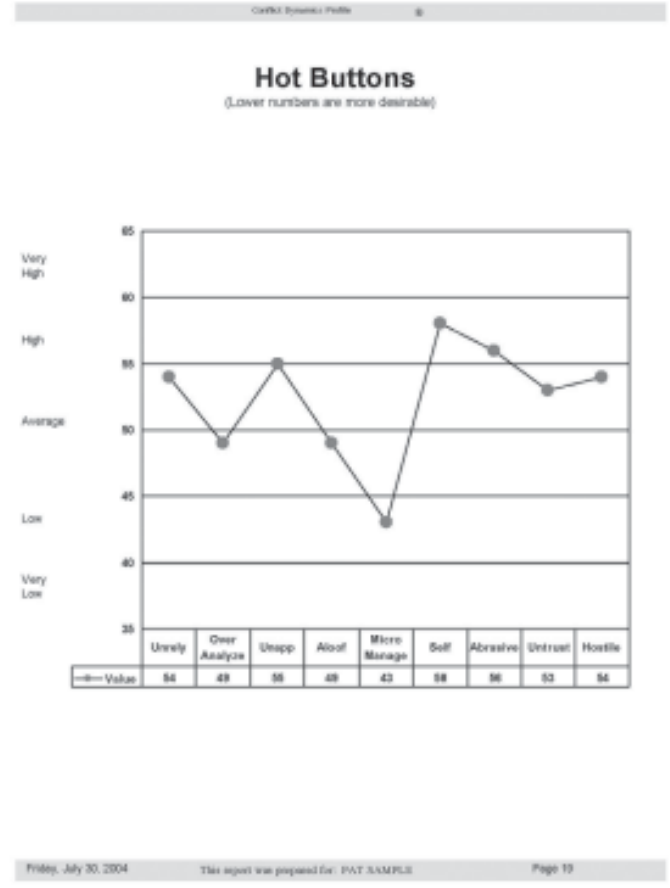
Group Profiles are available for organizations that want composite data for a number of individuals. Used for a variety of reasons—everything from diagnosing conflict issues as part of a team intervention to assessing an entire company’s needs for further skill-building training—Group Profiles are especially valuable in examining an organization’s “conflict culture.”

### Development Guide

Accompanying the CDP feedback report is a detailed development guide, *Managing Conflict Dynamics: A Practical Approach*. The clearly written development guide provides information and tips for coping with conflict and building strong interpersonal relationships. Over 100 pages in length, this guide is one of the most comprehensive resources on conflict available. 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.

### CDP-Individual (CDP-I)

The CDP-I is a “self-report” assessment tool which examines how a person responds to conflict. Unlike the CDP-360 which gives feedback from boss, peers and direct reports, the CDP-I is a “Self” view only. Given that the feedback report and development guide for the CDP-I are much less extensive than those of the CDP-360, some users choose the CDP-I for introductory programs, situations where the participants are less experienced or as part of a longer program where many topics are being discussed.



By learning something about the situations in which you are most likely to feel upset, you can better address conflicts in the future.

# Using the CDP

## Certification

Certification workshops allow professionals the opportunity to become certified in the use of the CDP-360. The CDP Feedback Report is user friendly, and the feedback is powerful. Since the role of the facilitator is so important to the value of the feedback, we require that the 360-degree version of the instrument be administered only by certified professionals. There are three different ways you can become certified:

**WORKSHOP** Attend a one-day, open-enrollment certification workshop on the Eckerd College campus

**PROGRAM** Schedule a custom certification program for several people at your organization

**INDIVIDUAL** Arrange to be certified individually

## RESULTS

Through certification, individuals will

- Gain an understanding of the Conflict Dynamics Profile® history, research and key principles
- Learn how to read and analyze data in the feedback report
- Develop an ability to facilitate a feedback session using the Conflict Dynamics Profile
- Learn practical applications of the Conflict Dynamics Profile and how to assist others with developmental planning
- Become eligible to purchase the Conflict Dynamics Profile

## QUALIFICATIONS

- Bachelor's Degree (advanced degree preferred)
- Organizational experience in training, human resources, or organizational development, or conflict management
- Previous involvement with assessment instruments

*Certification allows you to purchase and use the instrument.*

To register for a CDP certification workshop or to find out more about how to purchase and use the CDP, call 800-753-0444 or go to [http://www.conflictdynamics.org/getting\\_certified.shtml](http://www.conflictdynamics.org/getting_certified.shtml)

"THE CDP ALLOWS PEOPLE TO RECEIVE FEEDBACK ON REAL CONFLICT BEHAVIORS – SOMETHING CONCRETE THAT THEY CAN REALLY FOCUS ON TO CHANGE."

**BRENDA MCMANIGLE, PH.D.**  
Group Manager, Individual Leader Development, North America  
Center for Creative Leadership







## Programs and Workshops

In addition to a wide range of custom programs using the CDP, there are two primary programs which highlight the instrument. As with other LDI offerings, these conflict programs use a variety of teaching methods including lectures, group exercises, role plays and personal feedback.

### Resolving Conflict Effectively (RCE)

Resolving Conflict Effectively is a one-day, skill-building workshop designed specifically around the CDP which certified CDP users can offer in their own organizations. This workshop focuses on practicing and improving conflict management skills, especially in the four Active/Constructive scales (Perspective Taking, Creating Solutions, Expressing Emotions and Reaching Out).

The program has been designed to be as “user-friendly” as possible, so that all of the materials come in a “program-in-a-box” format. The box contains a detailed Facilitator Guide which contains step-by-step instructions for conducting the program including logistics, lectures, small-group exercises, conflict role plays, worksheets and a CD-ROM with all of the overheads and handouts.

Immediately upon certification, CDP users can purchase the RCE program kit and begin using the materials either as an “off-the-shelf” program or as a basic framework upon which to build a new program. In either event, RCE is an inexpensive way to go beyond the “awareness” component of conflict management training and move to the essential skill-building phase with virtually no design time or effort.

### Leadership, Conflict and Negotiation (LCN)

Leadership, Conflict and Negotiation is a three-day, open-enrollment program held at the Leadership Development Institute at Eckerd College in St. Petersburg. This program focuses on a “mutual-gains” approach to conflict—one that emphasizes long-term relationships and lasting agreements. In addition to the CDP, participants have the opportunity to take other assessment instruments and engage in a confidential, one-on-one feedback session with a feedback coach.

IMPACT  
INSIGHT  
INNOVATION



## Leadership Development Institute

Through leadership training based on the most current research, outstanding instruction in a supportive atmosphere and a highly individualized learning experience, Eckerd College's Leadership Development Institute changes lives.

The Leadership Development Institute at Eckerd College was founded in 1980 to help individuals and organizations achieve their potential. LDI has been a Network Associate of the Center for Creative Leadership (CCL)<sup>®</sup> since 1981 and has delivered internationally-acclaimed programs to thousands of local, national and international clients. Because of its exceptional programs, CCL has been ranked as the #1 provider of leadership education in the world three consecutive times by a *BusinessWeek* survey of HR and training professionals (October '99, '01, '03).

LDI is located on the scenic campus of Eckerd College in St. Petersburg, Florida. The Institute offers programs in a sunny, relaxed campus environment characterized by outstanding instructors, experienced staff and personal attention. Participants often cite LDI programs as the best, the most powerful and the most meaningful development program they have attended.

### Center for Conflict Studies

The Center for Conflict Studies at Eckerd College conducts research, publishes findings, develops new assessment instruments and conducts conferences on conflict prevention and management.

The Center's research focuses on the intersection of conflict management and leadership effectiveness. The Center also conducts studies on gender differences in conflict, effectiveness of conflict assessment instruments and costs of unresolved conflict in the workplace. In addition, the Center seeks out collaborative research opportunities with other organizations and researchers. The Center also works on developing new conflict-related assessment instruments.

**For more information about the Eckerd College Leadership Development Institute's programs and services and the Conflict Dynamics Profile, please visit our Web sites at [www.eckerd.edu/ldi](http://www.eckerd.edu/ldi) or [www.conflictdynamics.org](http://www.conflictdynamics.org) or call 800-753-0444.**

**Our world-class leadership programs are offered in a relaxed campus environment.**



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