NJE and Eckerd College have joined forces to offer the Conflict Dynamics Profile (CDP) assessment to clients who are struggling with employees or workplaces issues that create drama in the workplace. Using the CDP assessment tool can help provide valuable information about individuals who exhibit conflict behaviors that disrupt the workplace or that impact productivity and/or the culture of the organization. Very often it is found that much of this type of behavior is in response to what has been characterized as perceived inequities over Justice, Equity, Diversity and Inclusion (JEDI) disparities.

The Conflict Dynamics Profile assessment provides a true picture of how the person sees his/herself and how they believe that others see them. The CDP assessment Report can shed light on strengths and weaknesses and provide information on specific areas that he/she might benefit from some coaching. Human Resources, Risk Management, Supervisors, and Middle Management will be able to use this instrument as a tool to help educate their employees and give them skills to be able to advocate for change and understanding to lessen the damage done daily by unresolved conflict.

It is important for people who are struggling with conflict to find a way to define what is wrong and how they want to respond to the issues. It is particularly important to take responsibility for your own feelings but be able to put them into words when faced with JEDI challenges. The reason many people never are successful in resolving their own conflicts, whether through speaking with people who can influence the outcome or because of a personal lack of self-awareness, is that they remain unable to make decisions in their own best interest. They may not be able to put things into perspective or just adapt because the struggle seems meaningless because of their experience with policies and/or the culture of the organization. The CDP can help facilitate a change that will be advantageous to both the employer and the employee.

What is the CDP?

The CDP is unlike any other assessment tool in that it focuses specifically on conflict behaviors, rather than styles. It helps individuals and teams understand how they respond to conflict, what triggers can escalate conflict, and how to manage conflict more effectively. Two versions of the instrument—the CDP-Individual (CDP-I) and CDP-360— emphasize an action-oriented approach which leads to real improvement. A

thorough Development Guide provides information and tips for coping with conflict and building strong interpersonal relationships.

Assessment Scales

The CDP highlights the following 15 behaviors (as well as 9 "Hot Buttons") :

Constructive Behaviors

Active Constructive
Perspective Taking
Creating Solutions
Expressing Emotions
Reaching Out

Passive Constructive
Reflective Thinking
Delay Responding
Adapting

Destructive Behaviors

Active Destructive
Winning at all Costs
Displaying Anger
Demeaning Others
Retaliating

Passive Destructive
Avoiding
Yielding
Hiding Emotions
Self-Criticizing

Hot Buttons

Unreliable
Overly Analytical
Unappreciative
Aloof

MicroManaging
Self-Centered
Abrasive
Untrustworthy
Hostile

CDP-Individual

As a "self-report," the (CDP-I) looks at how you view yourself. It provides a simple way of helping you understand more about how you respond to conflict both behaviorally and emotionally. You interpret your world based on who has the power to impact it. The CDP can show you that you are that person. This can be an employer, employee, friend, or enemy.

Using the CDP

Since the topic of conflict is so universal, there are numerous ways to use the CDP. From leadership development training with individuals and teams to coaching settings with high-potential managers, the CDP can identify both strengths as well as problem areas.

Orientation Programs – Risk Management, Human Resources

The CDP is an excellent tool to explore how conflict is being managed in an organization. The language of the instrument provides an excellent starting point for how to describe and measure a desired approach to workplace conflict. By learning these new components as part of an orientation session, new employees can adjust their personal behavior to match up with the cultural norms of the organization. People create personal theories so that they can figure out what can be safely ignored by using the information or signals sent through conversation to build manageable patterns and positions. The CDP can identify those patterns and positions and the likely response that a disgruntled or disenfranchised employee will have. (They may use always and never statements often.)

Team Conflict – Group Conflict

The CDP is particularly helpful in team settings. In addition to each individual report, a group report can be generated that outlines team behaviors and responses. This report often opens up the door for effective conversations about acceptable responses to conflict and hot button triggers. Members of the team learn how certain behaviors might inadvertently trigger irritation in their colleagues as well as how to avoid pushing these hot buttons. At times the environment of an organization or department may be reflected by employees to construct their reality. This could include fear, anxiety, anger and/or other strong emotions. Individuals frame a situation to determine its meaning to them. They do not usually create the situation to try to develop an outcome that already has a meaning.

Coaching - Mentoring

When a client is sensitive to feedback from others or reluctant to use a multi-rater instrument, the CDP can still be used to focus on conflict patterns. The CDP helps the client consider his or her responses to conflict and provides comparisons to a large norm group. It can be a helpful first step in diagnosing areas of strength and developmental opportunities.

Assessment Scales

Constructive Behavioral Scales:

- **Perspective Taking** – Putting yourself in the other person's position and trying to understand that person's point of view.
- **Creating Solutions** – Brainstorming with the other person, asking questions, and trying to create solutions to the problem.
- **Expressing Emotions** – Talking honestly with the other person and expressing your thoughts and feelings.
- **Reaching Out** – Reaching out to the other person, making the first move, and trying to make amends.
- **Reflective Thinking** – Analyzing the situation, weighing the pros and cons, and thinking about the best response.
- **Delay Responding** – Waiting things out, letting matters settle down, or taking a "time out" when emotions are running high.
- **Adapting** – Staying flexible, and trying to make the best of the situation.

Destructive Behavioral Scales:

- **Winning at All Costs** – Arguing vigorously for your own position and trying to win at all costs.
- **Displaying Anger** – Expressing anger, raising your voice, and using harsh, angry words.
- **Demeaning Others** – Laughing at the other person, ridiculing the other's ideas, and using sarcasm.
- **Retaliating** – Obstructing the other person, retaliating against the other, and trying to get revenge.
- **Avoiding** – Avoiding or ignoring the other person, and acting distant and aloof.
- **Yielding** – Giving in to the other person in order to avoid further conflict.
- **Hiding Emotions** – Concealing your true emotions even though feeling upset.
- **Self-Criticizing** – Replaying the incident over in your mind, and criticizing yourself for not handling it better.

Hot Button Scales:

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

Feedback Reports

The CDP-I report contains graphs measuring constructive behaviors, destructive behaviors, and hot buttons. It is accompanied by a 40-page Development Guide which gives suggestions for improving behaviors and cooling hot buttons. **(ADD LINK TBC)**