



# Group Profile

## SAMPLE GROUP REPORT 2009

<b>Rater</b>	<b>Number</b>
Self	3
Boss	3
Peers	12
Direct Reports	11

## Introduction

The proposition at the heart of the Conflict Dynamics Profile (CDP) is that while conflict itself is inevitable, ineffective and harmful responses to conflict can be avoided, and effective and beneficial responses to conflict can be learned. What largely separates useful conflict from destructive conflict is how the individuals respond when the conflict occurs.

One of the most powerful features of the CDP is that it provides a picture of each of the different ways of responding to conflict -- constructive and destructive, active and passive. Constructive responses, whether occurring at conflict's earliest stages or after it develops, 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.

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.) Second, it provides some insight as to how this organization's bosses, in general, view their subordinates; how direct reports, in general view their supervisors; and how employees, in general, view their peers. This information is created by averaging together the scores of all the individual self reports, all of the bosses ratings, all of the peer ratings, and all of the direct reports ratings.

The individual CDP Feedback Report, in contrast, presents a relatively focused view of how a single employee perceives himself/herself, and how those perceptions match up with the view held by that person's boss, peers, and direct reports. 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 -- and how others see them -- when responding to conflict. Because the Conflict Dynamics Profile measures fifteen different conflict behaviors, self-ratings and the ratings by the bosses, peers, and direct reports are compared for each kind of behavior. The Constructive Responses are presented first, followed by the Destructive Responses.

***Organizational Perspective on Conflict***

This second portion of the Group Profile is based on the fact that organizations differ in terms of which particular responses to conflict are especially valued and which are especially frowned upon. The Organizational Perspective on Conflict describes what the individuals, bosses, peers, and direct reports feel are the most "toxic" responses to conflict in your organization, that is, the responses which will do the most to damage one's career with the organization.

***Interpreting the Group Profile***

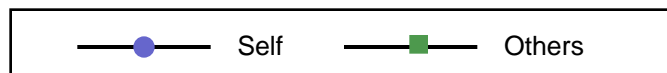
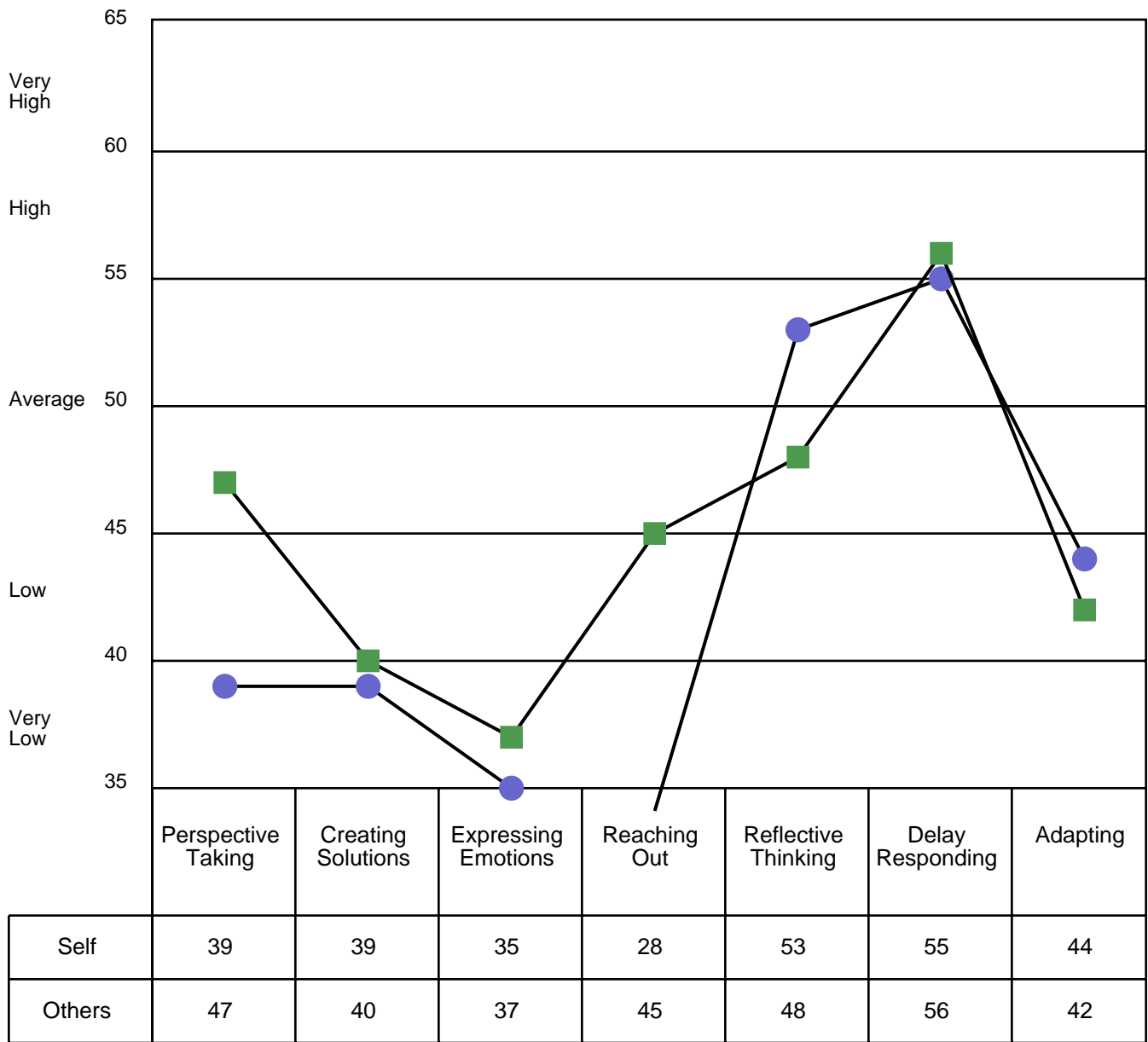
The way in which the information in this Group Profile is usually presented is through standardized scores. This method takes the responses of the individuals, bosses, peers, and direct reports, and compares them to the responses of thousands of people who have also completed the Conflict Dynamics Profile. 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 will also be some indication as to whether -- compared to thousands of others -- that score is very low, low, average, high, or very high.

## GUIDE TO RESPONSES TO CONFLICT

- Active-Constructive:** 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** Putting oneself 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 thoughts and feelings
  - > **Reaching Out** Reaching out to the other person, making the first move, and trying to make amends
- Passive-Constructive:** 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** 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
- Active-Destructive:** Four ways of responding to conflict which through some effort on the part of the individual have the effect of escalating the conflict:
- > **Winning** 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 later
- Passive-Destructive:** 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** Avoiding or ignoring the other person, 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 later, and criticizing yourself for not handling it better

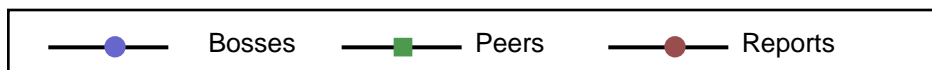
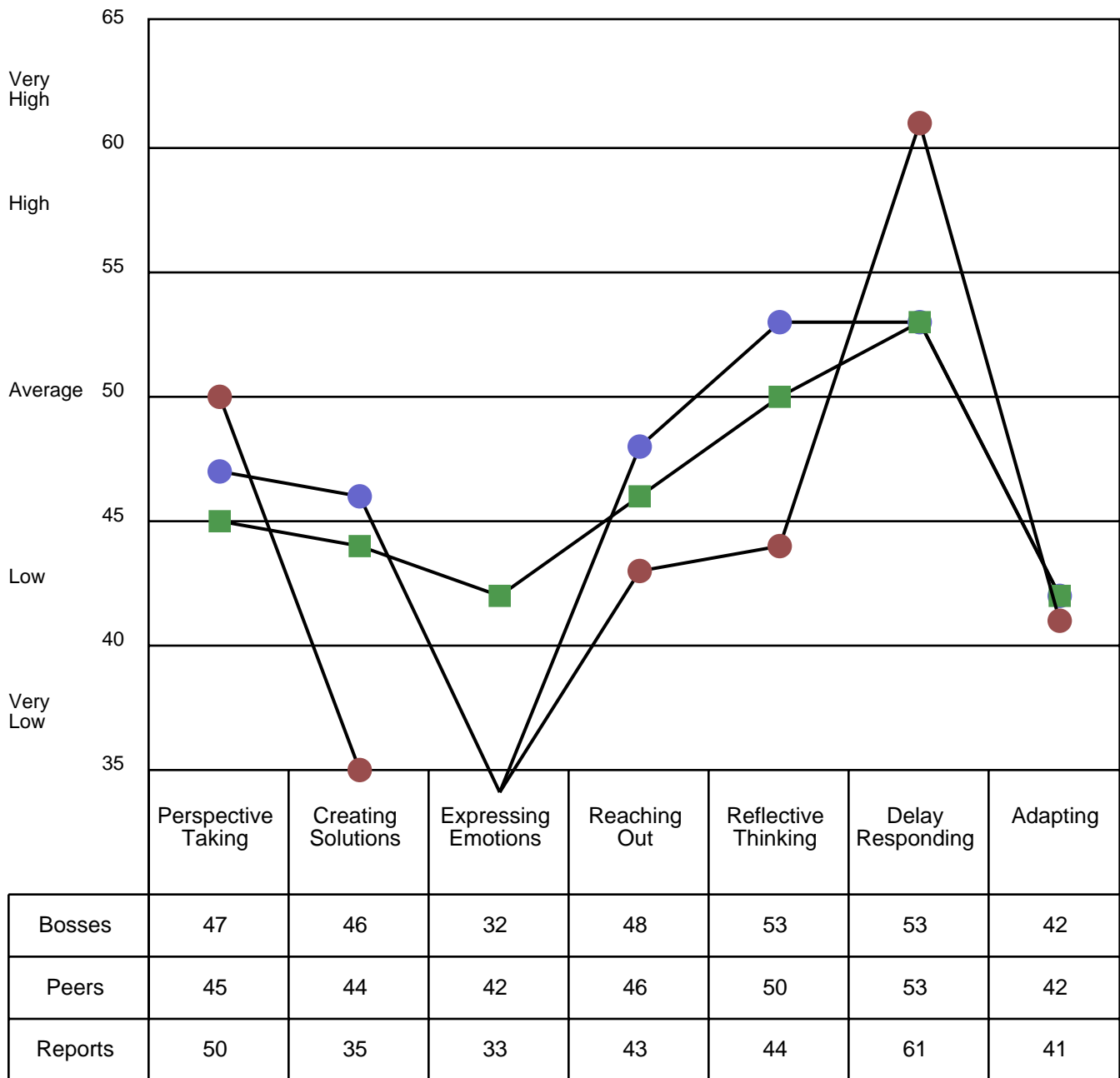
# Constructive Responses

(Higher numbers are more desirable)



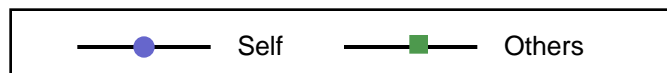
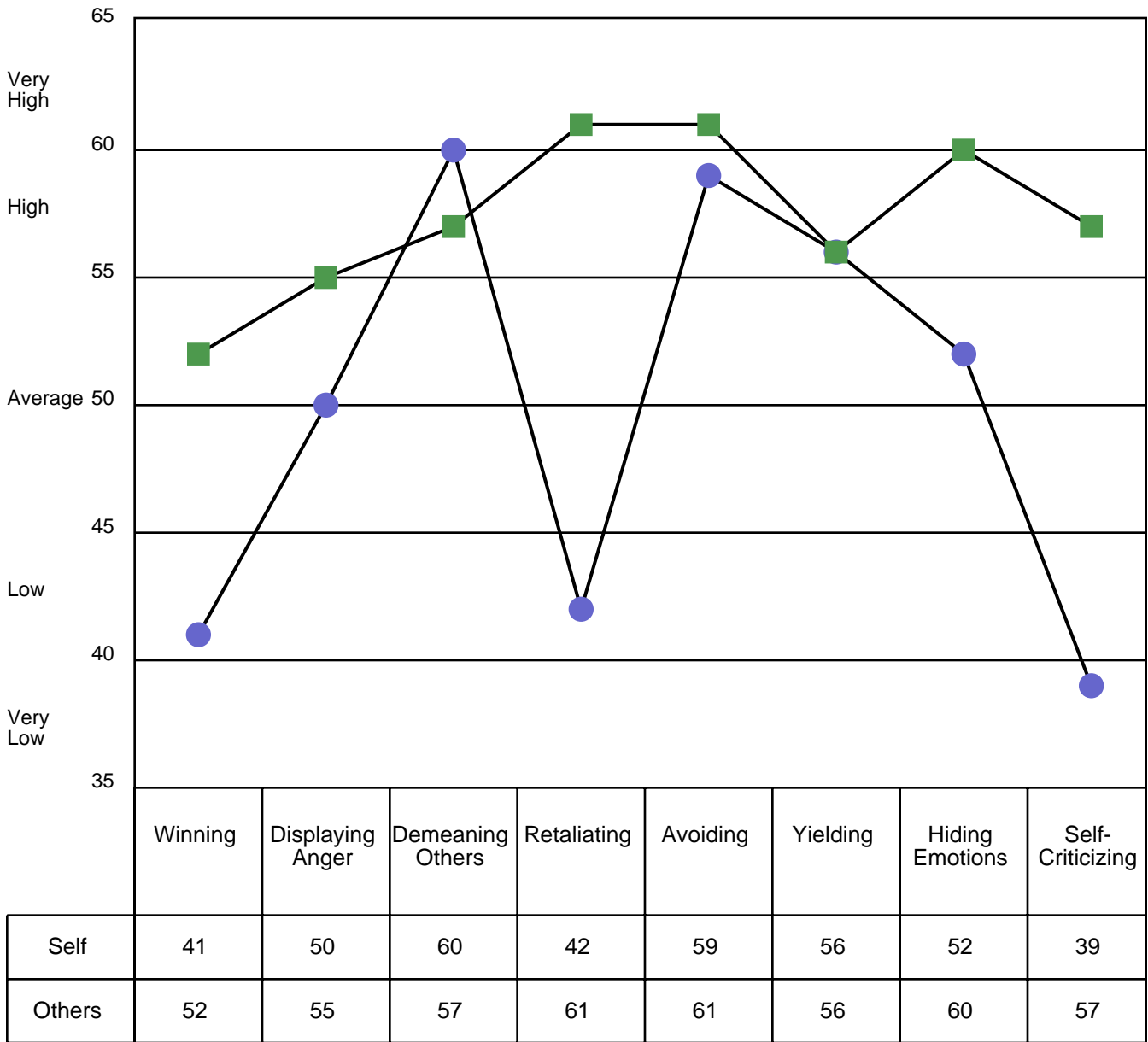
# Constructive Responses

(Higher numbers are more desirable)



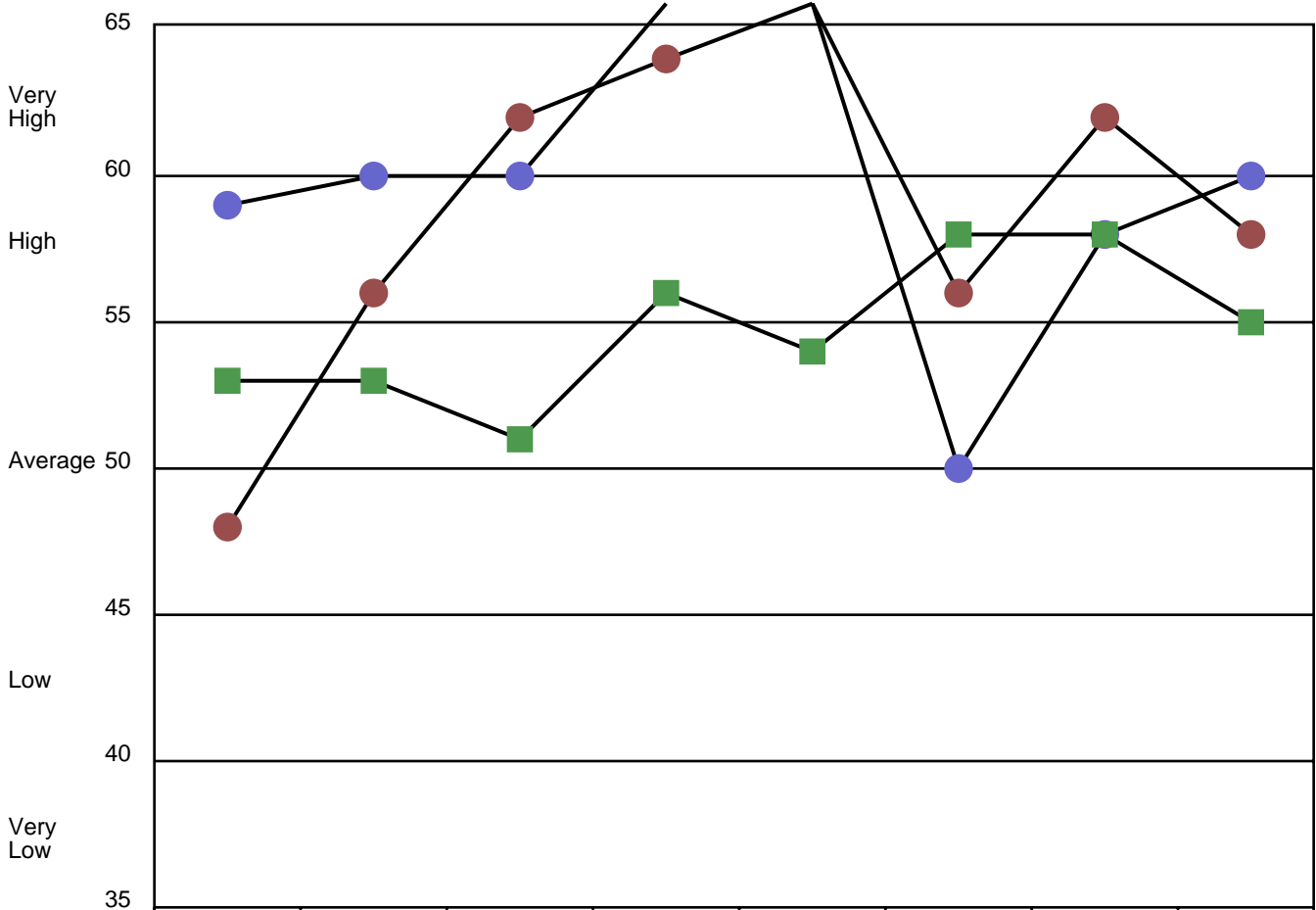
# Destructive Responses

(Lower numbers are more desirable)

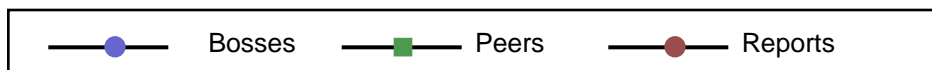


# Destructive Responses

(Lower numbers are more desirable)



	Winning	Displaying Anger	Demeaning Others	Retaliating	Avoiding	Yielding	Hiding Emotions	Self-Criticizing
Bosses	59	60	60	70	67	50	58	60
Peers	53	53	51	56	54	58	58	55
Reports	48	56	62	64	68	56	62	58





## Organizational Perspective on Conflict

Everyone in the group (individuals, bosses, peers and direct reports) were asked to indicate which kinds of responses to conflict within their organization have the most negative effect on a person's career -- that is, the responses to conflict which are most frowned upon within their organization. The grid below displays what the group believes are the behaviors which, in their organization, have either a severe, or moderate negative impact on one's career.

### Behaviors Seen As Having Severe(S) or Moderate(M) Impact on Careers

Responses to Conflict	Self	Bosses	Peers	Direct Reports
Being insensitive to the other person's point of view				
Failing to work with the other person to create solutions		<b>M</b>		
Failing to communicate honestly with the other person by expressing thoughts and feelings			<b>M</b>	<b>M</b>
Ignoring opportunities to reach out to the other person and repair things		<b>M</b>	<b>M</b>	
Reacting impulsively rather than analyzing the situation and thinking about the best response				
Responding immediately to conflict rather than letting emotions settle down				
Failing to adapt and be flexible during conflict situations				<b>M</b>
Arguing vigorously for one's own position, trying to win at all costs				
Expressing anger, raising one's voice, using harsh, angry words	<b>M</b>	<b>M</b>	<b>M</b>	<b>M</b>
Laughing at the other person, ridiculing the other, using sarcasm	<b>M</b>		<b>S</b>	
Obstructing or retaliating against the other, trying to get revenge later	<b>S</b>	<b>M</b>		
Avoiding or ignoring the other person, acting distant and aloof	<b>M</b>			
Giving in to the other person in order to avoid further conflict	<b>M</b>			
Concealing one's true emotions even though feeling upset				
Replaying the incident over in one's mind, criticizing oneself for not handling it better	<b>M</b>			

"severe negative impact" reflects a mean response of 2.5 or higher, and "moderate negative impact" reflects a mean response between 2.0 and 2.49. (on a 1 - 3 scale)