



New Report Name

CDP Group Report - 4 Participants

Prepared by:
Test Practitioner Mary Martin
Mary Martin Inc
fake2@fakeemail.com

Page Intentionally Left Blank

Table of Contents

Introduction	4-5
Guide to Responses to Conflict	6-7
Constructive Responses	8
Destructive Responses	9
Hot Buttons Profile	10
Hot Buttons	11
Score Summary	12

Introduction

Conflict refers to any situation in which people have incompatible interests, goals, principles, or feelings. This is, of course, a broad definition and encompasses many different situations. A conflict could arise, for instance, over a long-standing set of issues, a difference of opinion about strategy or tactics in the accomplishment of some business goal, incompatible beliefs, competition for resources, and so on. Conflicts can also result when one person acts in a way that another individual sees as insensitive, thoughtless, or rude. A conflict, in short, can result from anything that places you and another person in opposition to one another.

Thus, conflict in life is inevitable. Despite our best efforts to prevent it, we inevitably find ourselves in disagreements with other people at times. This is not, however, necessarily bad. Some kinds of conflict can be productive—differing points of view can lead to creative solutions to problems. What largely separates useful conflict from destructive conflict is how the individuals respond when the conflict occurs. Thus, while conflict itself is inevitable, ineffective and harmful responses to conflict can be avoided, and effective and beneficial responses to conflict can be learned. That proposition is at the heart of the Conflict Dynamics Profile (CDP) Feedback Report you have received.

Some responses to conflict, whether occurring at its earliest stages or after it develops, can be thought of as constructive responses. That is, these responses 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. Obviously, it is better to respond to conflict with constructive rather than destructive responses.

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.) This information is created by averaging together the scores of all the individual self reports.

The individual CDP Feedback Report, in contrast, presents a relatively focused view of how a single employee perceives himself/herself. 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 when responding to conflict. Because the CDP measures fifteen different conflict behaviors, self-ratings are compared for each kind of behavior. The Constructive Responses are presented first, followed by the Destructive Responses and finally the Hot Buttons.

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 and compares them to the responses of thousands of people who have also completed the CDP. 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 (PT)	Putting oneself in the other person's position and trying to understand that person's point of view
Creating Solutions (CS)	Brainstorming with the other person, asking questions, and trying to create solutions to the problem
Expressing Emotions (ES)	Talking honestly with the other person and expressing thoughts and feelings
Reaching Out (RO)	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 (RT)	Analyzing the situation, weighing the pros and cons, and thinking about the best response
Delay Responding (DR)	Waiting things out, letting matters settle down, or taking a 'time out' when emotions are running high
Adapting (AD)	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 (WI)	Arguing vigorously for your own position and trying to win at all costs
Displaying Anger (DA)	Expressing anger, raising your voice, and using harsh, angry words
Demaneing Others (DO)	Laughing at the other person, ridiculing the other's ideas, and using sarcasm
Retaliating (RE)	Obstructing the other person, retaliating against the other, and trying to get revenge later

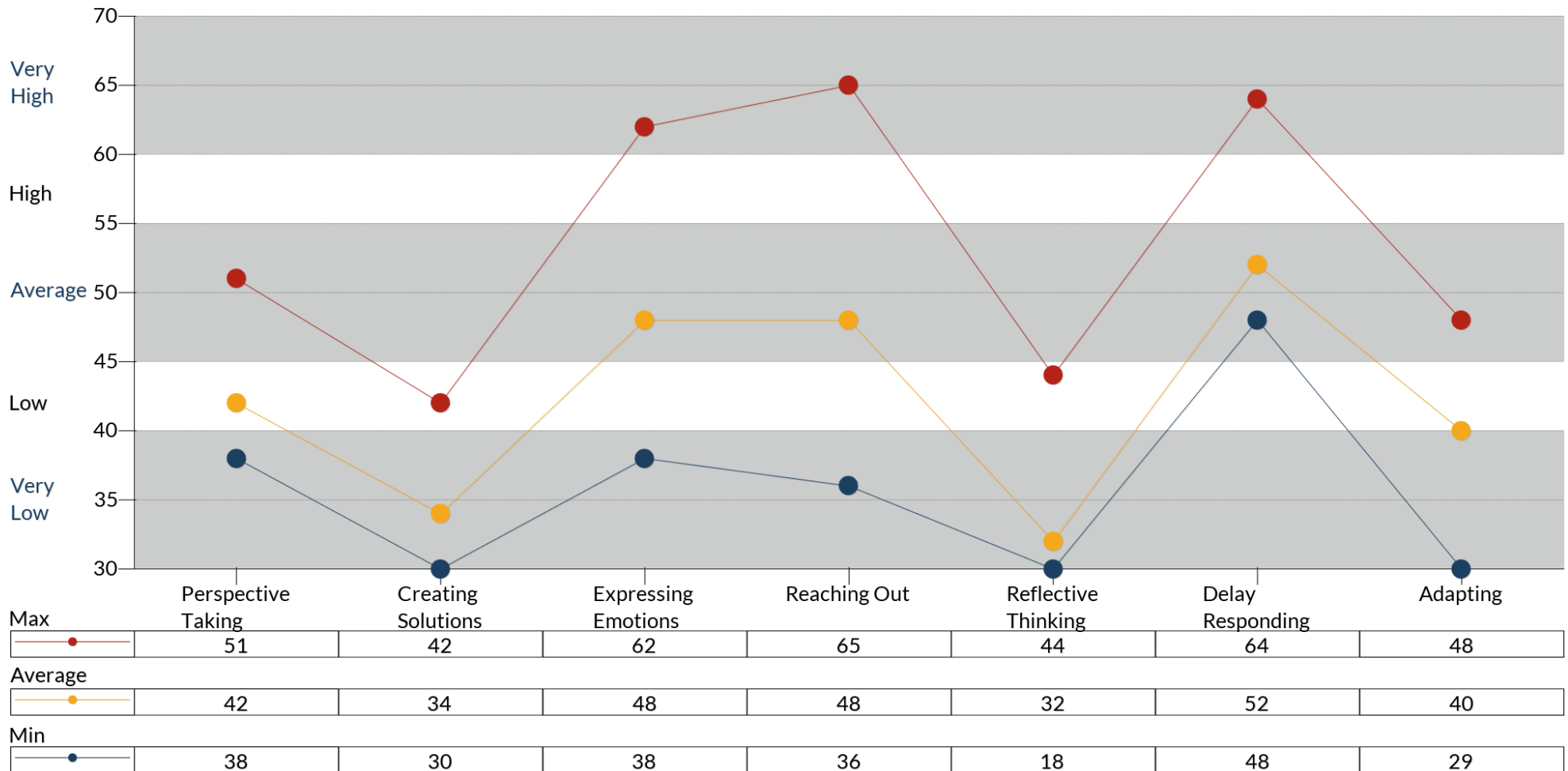
Passive-Destructive

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 (AV)	Avoiding or ignoring the other person, acting distant and aloof
Yielding (YI)	Giving in to the other person in order to avoid further conflict
Hiding Emotions (HE)	Concealing your true emotions even though feeling upset
Self-Criticizing (SC)	Replaying the incident over in your mind later, and criticizing yourself for not handling it better

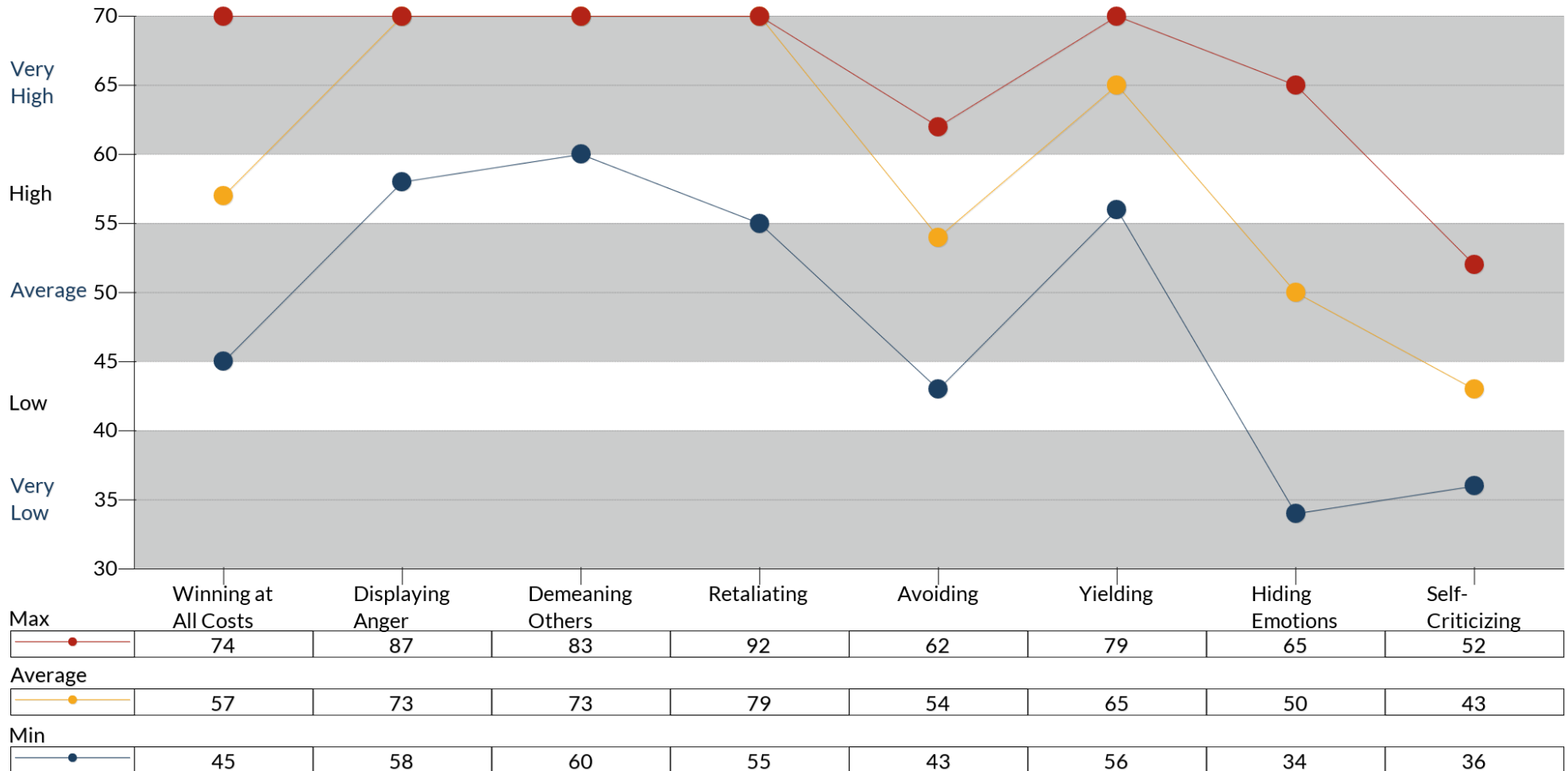
Constructive Responses

(Higher numbers are more desirable.)



Destructive Responses

(Lower numbers are more desirable.)



Hot Buttons Profile

This portion of the CDP Feedback Report is a bit different from the others. Instead of indicating how you typically respond to conflict situations, this section provides insight into the kinds of people and situations which are likely to upset you and potentially cause conflict to occur: in short, your hot buttons.

Below you will find a brief description of each of the hot buttons measured by the CDP, and on the following page a graph which illustrates how upsetting--compared to people in general--you find each situation. Obviously, these do not represent every possible hot button that people may have; they are simply some of the most common ones. In each case, a higher score on the scale indicates that you get especially irritated and upset by that particular situation.

Unreliable (UR)

Those who are unreliable, miss deadlines and cannot be counted on.

Overly-Analytical (OA)

Those who are perfectionists, over-analyze things and focus too much on minor issues.

Unappreciative (UA)

Those who fail to give credit to others or seldom praise good performance.

Aloof (AL)

Those who isolate themselves, do not seek input from others or are hard to approach.

Micro-Managing (MM)

Those who constantly monitor and check up on the work of others.

Self-Centered (SN)

Those who are self-centered or believe they are always correct.

Abrasive (AB)

Those who are arrogant, sarcastic and abrasive.

Untrustworthy (UT)

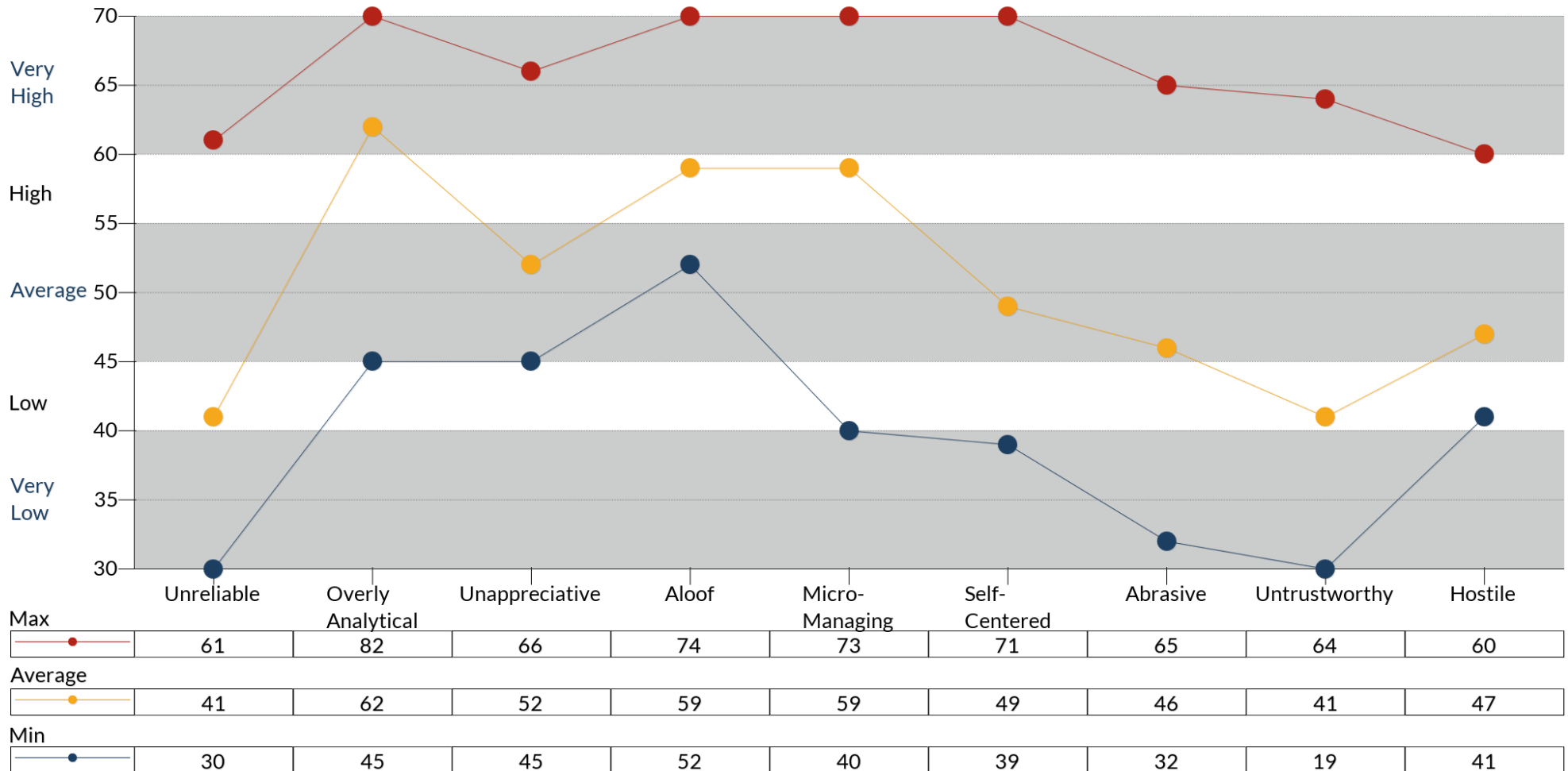
Those who exploit others, take undeserved credit or cannot be trusted.

Hostile (HO)

Those who lose their tempers, become angry or yell at others.

Hot Buttons

(Higher numbers indicate greater frustration or irritation in response to this kind of behavior.)



Score Summary

NAME	PT	CS	EE	RO	RT	DR	AD	WI	DA	DO	RE	AV	YI	HE	SC	UR	OA	UA	AL	MM	SN	AB	UT	HO
Participant 1	51	30	38	36	18	64	44	45	63	83	83	43	64	57	52	30	67	48	52	40	42	32	19	41
Participant 2	38	42	62	65	44	48	48	74	87	60	87	58	79	65	49	37	52	45	52	58	39	42	23	41
Participant 3	41	34	44	48	40	48	37	53	83	78	55	62	60	34	36	61	82	66	74	73	71	65	56	60
Participant 4	38	30	47	44	27	48	29	57	58	69	92	54	56	42	36	37	45	48	59	64	42	46	64	47
AVERAGE	42	34	48	48	32	52	40	57	73	73	79	54	65	50	43	41	62	52	59	59	49	46	41	47
MAXIMUM	51	42	62	65	44	64	48	74	87	83	92	62	79	65	52	61	82	66	74	73	71	65	64	60
MINIMUM	38	30	38	36	18	48	29	45	58	60	55	43	56	34	36	30	45	45	52	40	39	32	19	41