



Individual Version Feedback Report

Sal Capobianco, Ph.D.

Mark Davis, Ph.D.

Linda Kraus, Ph.D.

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CRAIG PRESENS
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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.

Guide to your Feedback Report

Constructive Response Profile

Seven ways of responding to conflict that have the effect of reducing conflict. Some of them are active in nature and some are passive. The active responses include: Perspective Taking, Creating Solutions, Expressing Emotions, and Reaching Out. The passive responses include: Reflective Thinking, Delay Responding, and Adapting.

Destructive Response Profile

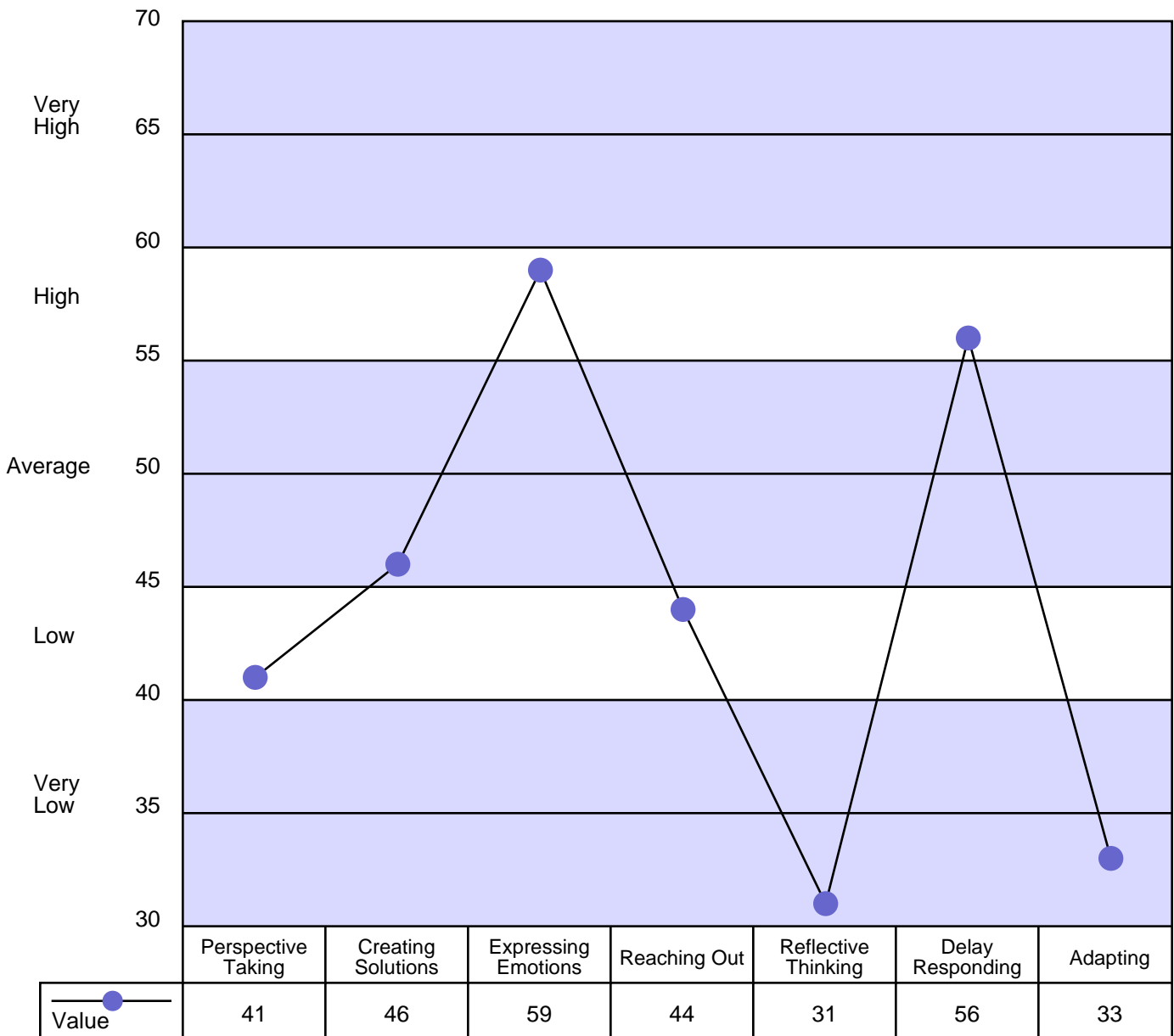
Eight ways of responding to conflict that have the effect of escalating conflict. Some of them are active in nature and some are passive. The active responses include: Winning at All Costs, Displaying Anger, Demeaning Others, and Retaliating. The passive responses include: Avoiding, Yielding, Hiding Emotions, and Self-Criticizing.

Hot Button Profile

The types of situations or individuals most likely to irritate you and provoke conflict.

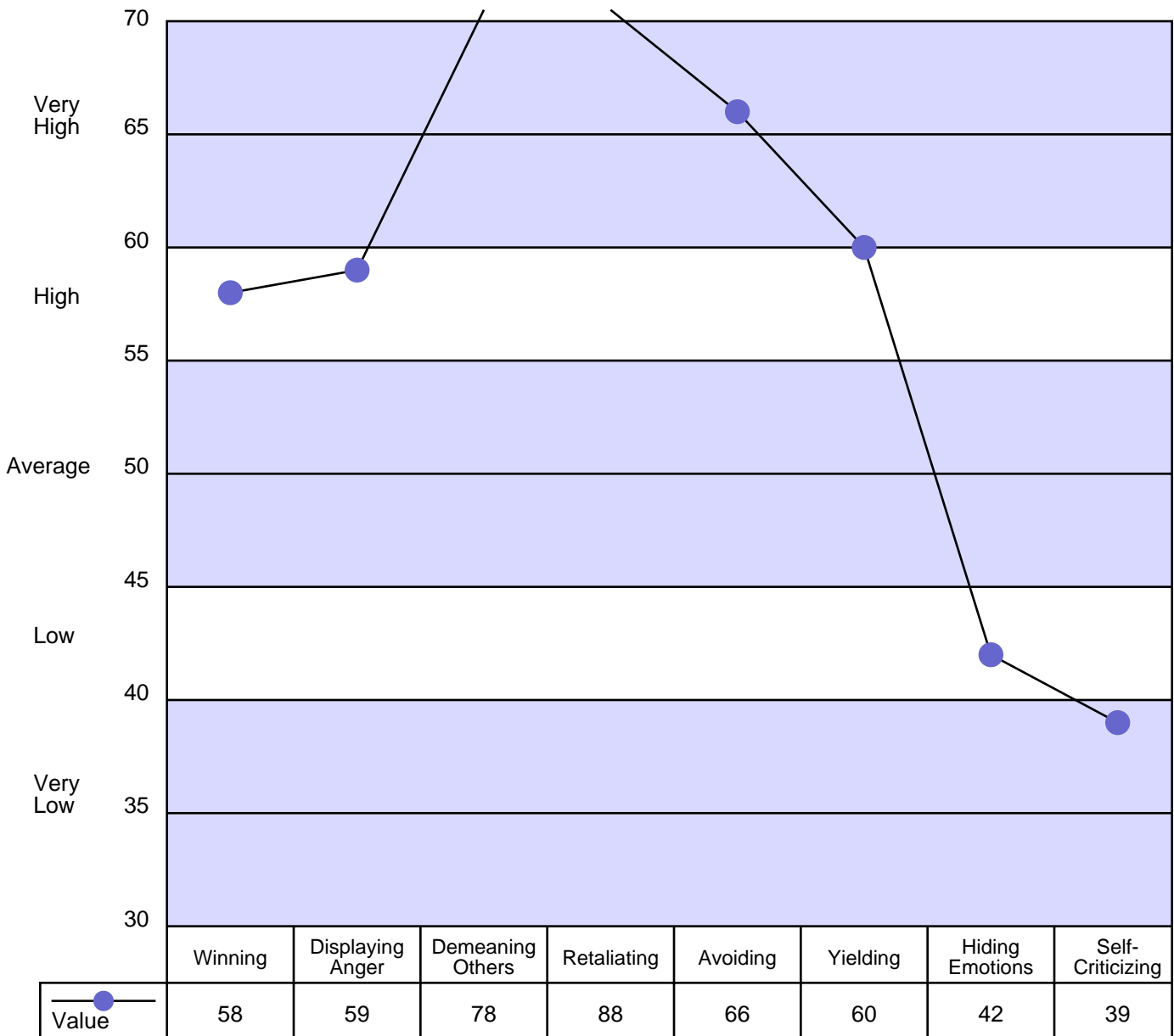
Constructive Responses

(Higher numbers are more desirable)



Destructive Responses

(Lower numbers are more desirable)



Hot Buttons Profile

This portion of the Conflict Dynamics Profile 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.

<u>Scale</u>	<u>Definition</u>
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 other or seldom praise good performance.
Aloof	Those who isolate themselves, do not seek input from other 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.

Hot Buttons

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

