Feedback Report

Sal Capobianco, Ph.D.   Mark Davis, Ph.D.   Linda Kraus, Ph.D.

Prepared for:

Pat Sample

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Rater	Number	How Well Does Rater Know the Individual?
Boss	1	Extremely Well(1)
Peers	4	Well(2); Extremely Well(2)
Direct Reports	4	Well(2); Extremely Well(2)

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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.

Responses to Conflict: Four Profiles

Given that responses can be either constructive or destructive, and that they can be either active or passive, it is possible to think of responses to conflict as falling into one of four categories: Active-Constructive responses, Passive-Constructive responses, Active-Destructive responses, and Passive-Destructive responses. The first part of this report will describe how you see yourself--and how others see you--in each of these four areas. Because there are several different behaviors which fall into each of these areas, your self-ratings and the ratings by your boss, your peers, and your direct reports will be compared for each kind of behavior. You should pay special attention to those cases in which others see your behavior differently than you do.

Scale Profile

The next portion of this report is the Scale Profile. This section summarizes the ways in which you are seen by your boss, your peers, and your direct reports. The manner in which these people view you has a powerful impact on what they expect from you, how they will interpret your actions, and how they behave towards you. Any feedback from others that you are acting in destructive ways during conflict situations strongly suggests that working to change those views of you will be helpful.

Discrepancy Profile

The next portion of the report is the 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 often differ dramatically from the way others view you, included here are the specific responses to conflict on which your perceptions are most divergent from those of other people. These items may be especially helpful in understanding how you are coming across to other people during times of conflict.

Dynamic Conflict Sequence

The next portion of the report is the Dynamic Conflict Sequence. Based on the idea that conflict is a dynamic process which unfolds over time, this section describes the ways in which you respond to conflict when it is just beginning, when it is fully underway, and after it is over. This information may be especially useful in helping to identify when in the sequence you handle conflict most constructively, and when in the sequence you handle it least constructively.

Organizational Perspective on Conflict

The next portion of this report is the Organizational Perspective on Conflict, and 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. This section describes what you, your boss, peers, and direct reports feel are the most "toxic" responses to conflict in your organization--the responses which will do the most to damage one's career with the organization.

Hot Buttons Profile

The next portion of the report is the Hot Buttons section. Presented here is information regarding the kinds of situations and individuals that you find most annoying, and thus are more likely to provoke conflicts--in short, your "hot buttons." By learning something about the situations in which you are most likely to feel upset, you can, we hope, better avoid conflicts in the future.

Developmental Feedback and Worksheets

The final portion of the report is a little different. Your boss, peers, and direct reports were given the opportunity to directly offer comments to you regarding how you handle conflict; any comments that they provided are reported in this section. In addition, two worksheets are included to help you identify the areas in which the CDP suggests that you have the clearest opportunities for development.

Final Note: Interpreting Feedback From Others

One of the most powerful features of the Conflict Dynamics Profile is that it provides you with an accurate picture of how you are viewed by other people. For each of the different ways of responding to conflict--constructive and destructive, active and passive--the CDP provides a measure of how your boss, peers, and direct reports perceive you. It is difficult to overestimate how important these impressions can be in affecting how these people will evaluate you and act toward you. Thus, any substantial discrepancies between your self-perceptions and the views held by others should be given serious attention.

The graphs of your CDP-360° results in the feedback report are presented using a scale known as "T-scores." T-scores are standardized scores that allow comparison of your results with those of thousands of people in a norm group who have also completed the CDP. This allows a meaningful comparison of your scores with a large population of people so you can determine whether you (or your boss, peers and direct reports) rate you as relatively more or less likely to use certain conflict behaviors.

The average T-score is always 50 with half the people scoring above and half scoring below that score. While T-scores can range from 0 to 100, 68% of the scores will fall between 40 and 60. If you are familiar with the normal "bell curve," you might imagine it placed sideways along the numerical scale of the left side of the graph with the peak (average) at 50 and the "tails" going off in either direction.

The use of a T-score allows you to determine if your scores are very low, low, average, high, or very high when compared to a large sample of other people. If you have any concerns about your scores, you are encouraged to discuss these during your feedback meeting.

Two additional issues should be mentioned. First, sometimes there is good agreement among others regarding your behavior; everyone essentially views you in the same way. Other times there is poor agreement among others; different people view your behavior in different ways. The CDP provides an estimate of how much "rater agreement" there is among the people who rated you. For both the "peer" and "direct report" categories, for each scale separately, the right-hand column will indicate whether rater agreement regarding this behavior was "high", "moderate", or "low". In the case of "high" or "moderate" rater agreement, it means that the raters are in generally good agreement regarding how you act during conflict situations. In the case of "low" rater agreement, there are two possibilities: 1) it may be that the raters generally disagree about this behavior, with some seeing you as frequently acting this way, and others seeing you as infrequently doing so; or 2) it may be that there is one rater in particular who differs markedly from the others. In either case, it indicates that there is less consensus about this particular behavior. It will be a good idea to consider the reasons why such disagreement might exist.
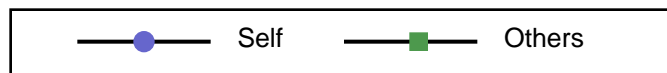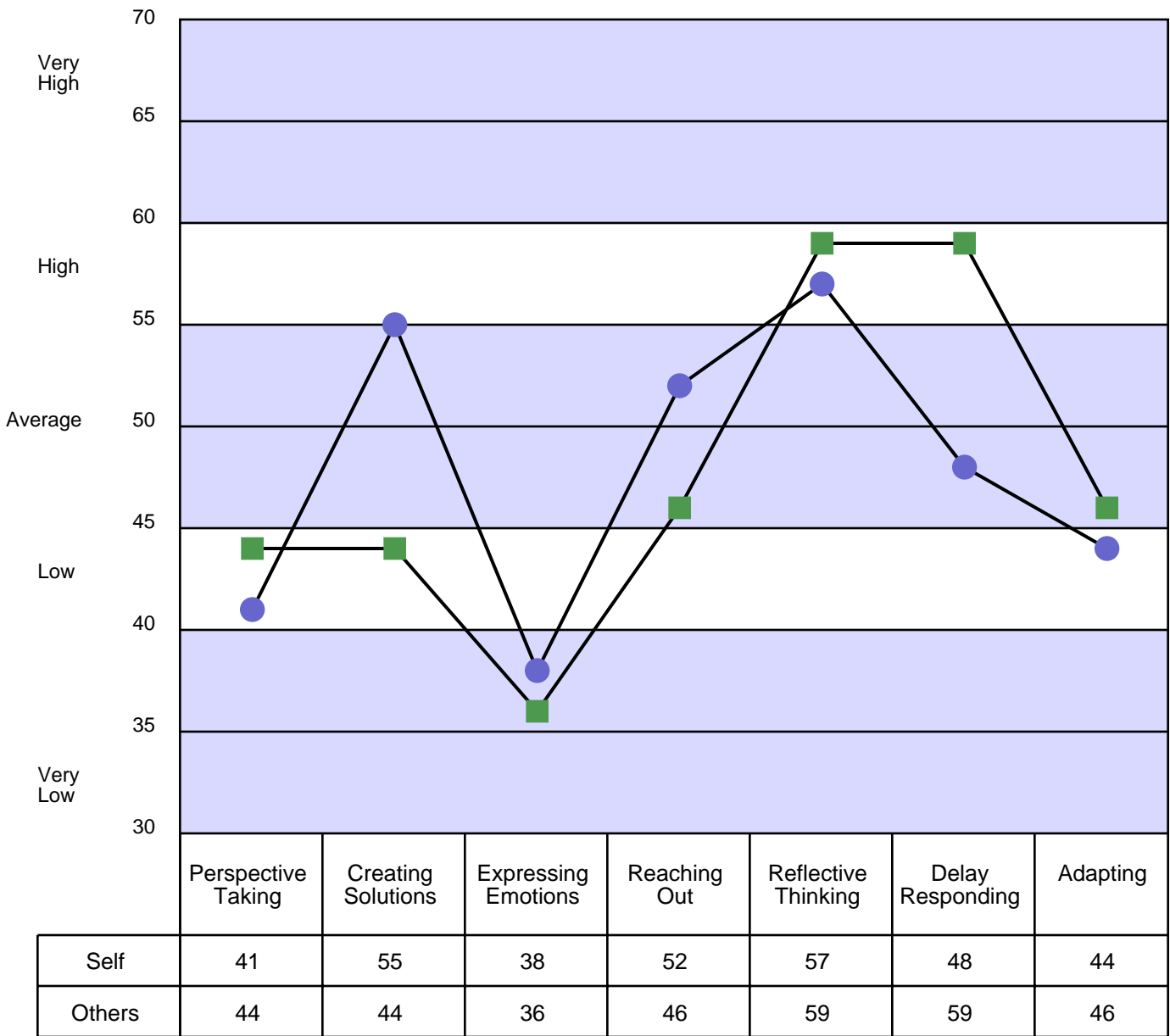
Second, in order to maintain the anonymity of the peers and direct reports who answered questions about you, no information from these groups is provided unless there are at least three respondents. If only one or two peers or direct reports return information, then the peers and direct reports categories are combined into a single "peers/reports" category.

Guide to Your Feedback Report

Active-Constructive Response Profile
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, Creating Solutions, Expressing Emotions, and Reaching Out.

Passive-Constructive Response Profile
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, Delay Responding, and Adapting.

Active-Destructive Response Profile
Four ways of responding to conflict which through some effort on the part of the individual have the effect of escalating the conflict: Winning at All Costs, Displaying Anger, Demeaning Others, and Retaliating.

Passive-Destructive Response Profile
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, Yielding, Hiding Emotions, and Self-Criticizing.

Scale Profile
How your typical responses during conflict are viewed by your boss, peers, and direct reports.

Discrepancy Profile
The particular responses to conflict on which your own self-perceptions and those of others differ most markedly.

Dynamic Conflict Sequence
How constructively and destructively you respond to conflict before it begins, after it is underway, and after it is over.

Organizational Perspective on Conflict
The particular responses to conflict which are especially discouraged in your organization; regularly engaging in these responses can have severe negative effects on one's career.

Hot Buttons Profile
The types of situations and individuals most likely to irritate you and provoke conflict.

Developmental Feedback
Direct comments about your responses to conflict from boss, peers, and direct reports.

Developmental Worksheets
Two worksheets to aid you in identifying your clearest opportunites for development.

Constructive Responses

(Higher numbers are more desirable)

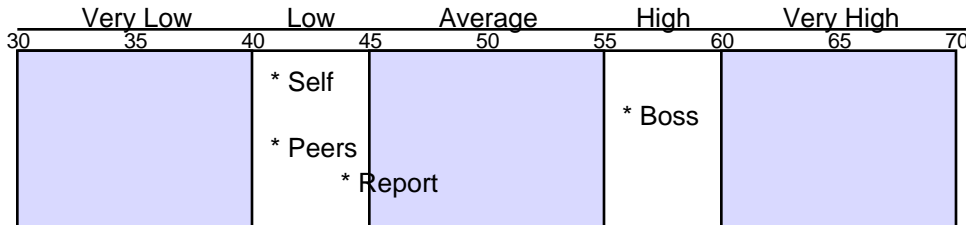|	Perspective Taking	Creating Solutions	Expressing Emotions	Reaching Out	Reflective Thinking	Delay Responding	Adapting
Self	41	55	38	52	57	48	44
Others	44	44	36	46	59	59	46

Legend: ● Self   ■ Others

Active-Constructive Responses
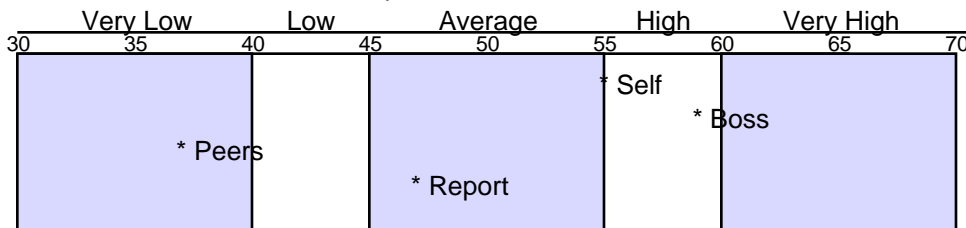## (Higher numbers are more desirable)

Perspective Taking (PT)

Responding to conflict by putting yourself in the other person's position and trying to understand that person's point of view.

					Actual Score	Rater Agreement
Very Low	Low	Average	High	Very High		
30 35	40 45	50 55	60 65	70		
	* Self				41	
			* Boss		56	
	* Peers				41	High
		* Report			44	High

Creating Solutions (CS)

Responding to conflict by brainstorming with the other person, asking questions, and trying to create solutions to the problem.

					Actual Score	Rater Agreement
Very Low	Low	Average	High	Very High		
30 35	40 45	50 55	60 65	70		
			* Self		55	
				* Boss	59	
	* Peers				37	High
		* Report			47	High

Expressing Emotions (EE)

Responding to conflict by talking honestly with the other person and expressing your thoughts and feelings.
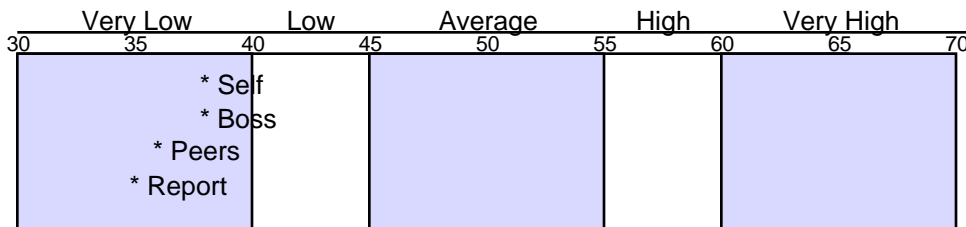
					Actual Score	Rater Agreement
Very Low	Low	Average	High	Very High		
30 35	40 45	50 55	60 65	70		
* Self					38	
* Boss					38	
* Peers					36	High
* Report					35	High

Reaching Out (RO)

Responding to conflict by reaching out to the other person, making the first move, and trying to make amends.
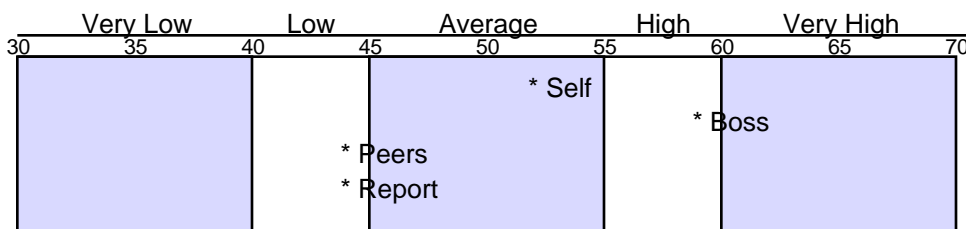
					Actual Score	Rater Agreement
Very Low	Low	Average	High	Very High		
30 35	40 45	50 55	60 65	70		
		* Self			52	
			* Boss		59	
	* Peers				44	High
	* Report				44	High

Passive-Constructive Responses

(Higher numbers are more desirable)

Reflective Thinking (RT) — Responding to conflict by analyzing the situation, weighing the pros and cons, and thinking about the best response.
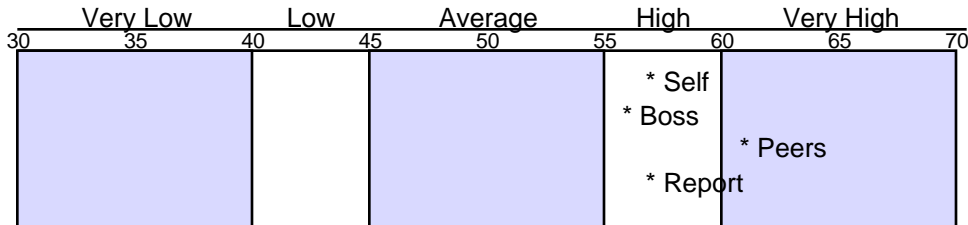
		Actual Score	Rater Agreement
Very Low Low Average High Very High			
30 35 40 45 50 55 60 65 70			
* Self		57	
* Boss		56	
* Peers		61	High
* Report		57	High

Delay Responding (DR) — Responding to conflict by waiting things out, letting matters settle down, or taking a "time out" when emotions are running high.
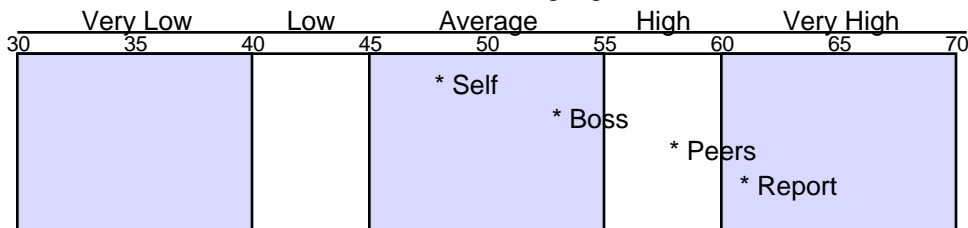
		Actual Score	Rater Agreement
Very Low Low Average High Very High			
30 35 40 45 50 55 60 65 70			
* Self		48	
* Boss		53	
* Peers		58	High
* Report		61	High

Adapting (AD) — Responding to conflict by staying flexible, and trying to make the best of the situation.
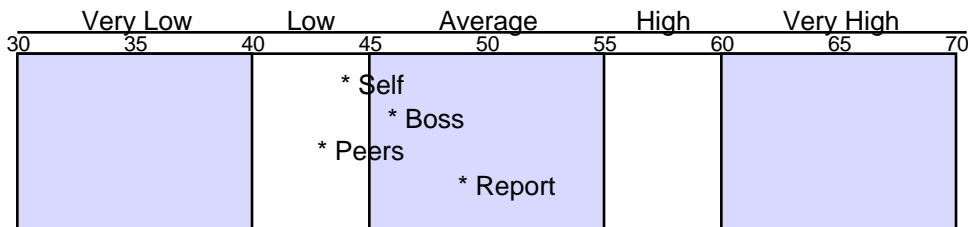
		Actual Score	Rater Agreement
Very Low Low Average High Very High			
30 35 40 45 50 55 60 65 70			
* Self		44	
* Boss		46	
* Peers		43	High
* Report		49	High

Destructive Responses

(Lower numbers are more desirable)

	Winning	Displaying Anger	Demeaning Others	Retaliating	Avoiding	Yielding	Hiding Emotions	Self-Criticizing
Self	54	42	43	40	50	41	50	49
Others	54	49	54	50	55	42	60	47

Self   Others
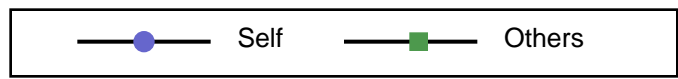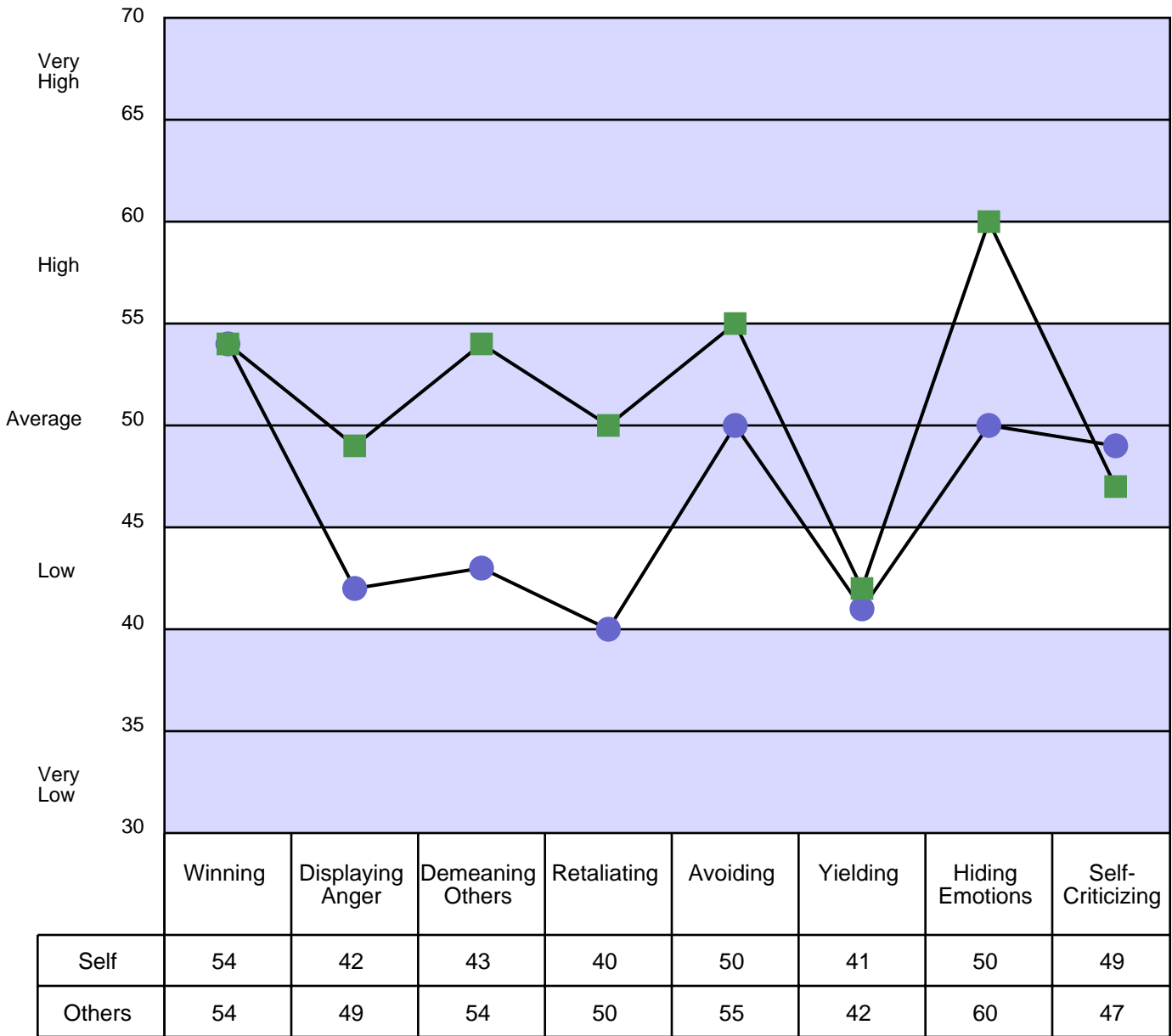
Active-Destructive Responses

(Lower numbers are more desirable)

Winning (WI) — Responding to conflict by arguing vigorously for your own position and trying to win at all costs.

	Very Low		Low		Average		High		Very High		Actual Score	Rater Agreement
30	35	40	45	50	55	60	65	70				
					* Self						54	
			* Boss								47	
						* Peers					57	High
					* Report						54	High

Displaying Anger (DA) — Responding to conflict by expressing anger, raising your voice, and using harsh, angry words.

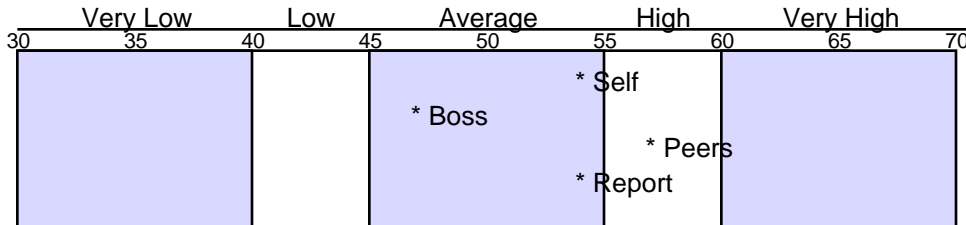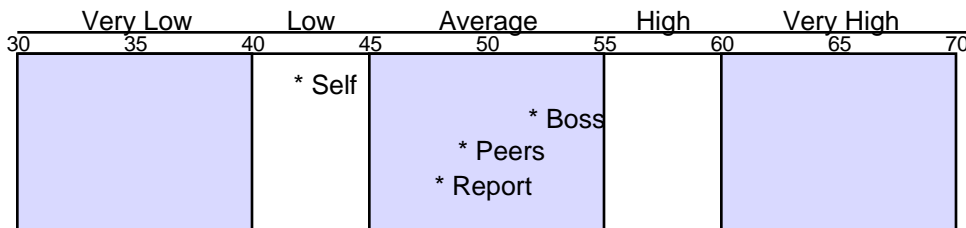|	Very Low		Low		Average		High		Very High		Actual Score	Rater Agreement
30	35	40	45	50	55	60	65	70				
			* Self								42	
					* Boss						52	
				* Peers							49	High
				* Report							48	High

Demeaning Others (DO) — Responding to conflict by laughing at the other person, ridiculing the other's ideas, and using sarcasm.
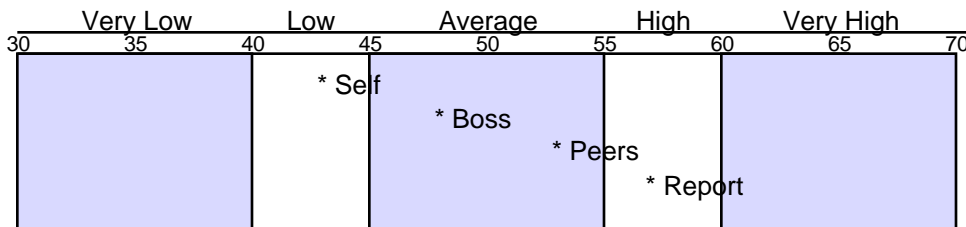
	Very Low		Low		Average		High		Very High		Actual Score	Rater Agreement
30	35	40	45	50	55	60	65	70				
			* Self								43	
				* Boss							48	
					* Peers						53	High
						* Report					57	High

Retaliating (RE) — Responding to conflict by obstructing the other person, retaliating against the other, and trying to get revenge.
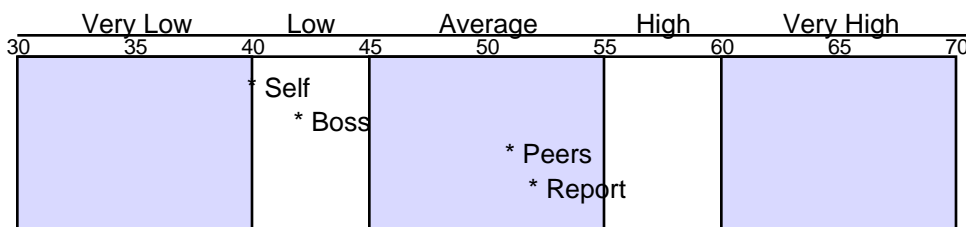
	Very Low		Low		Average		High		Very High		Actual Score	Rater Agreement
30	35	40	45	50	55	60	65	70				
			* Self								40	
			* Boss								42	
				* Peers							51	High
				* Report							52	High

Passive-Destructive Responses

(Lower numbers are more desirable)

Avoiding (AV)

Responding to conflict by avoiding or ignoring the other person, and acting distant and aloof.
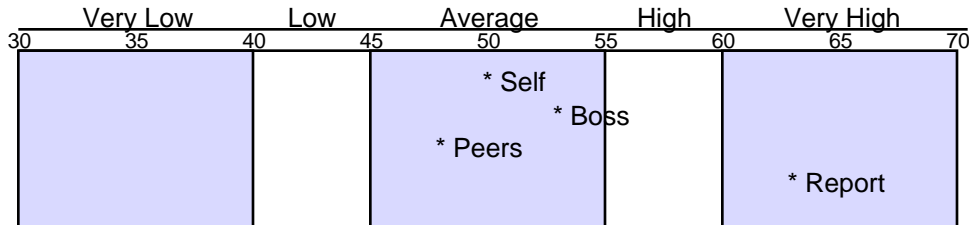
	Very Low	Low	Average	High	Very High	Actual Score	Rater Agreement
			* Self			50	
			* Boss			53	
			* Peers			48	High
					* Report	63	High

Yielding (YL)

Responding to conflict by giving in to the other person in order to avoid further conflict.
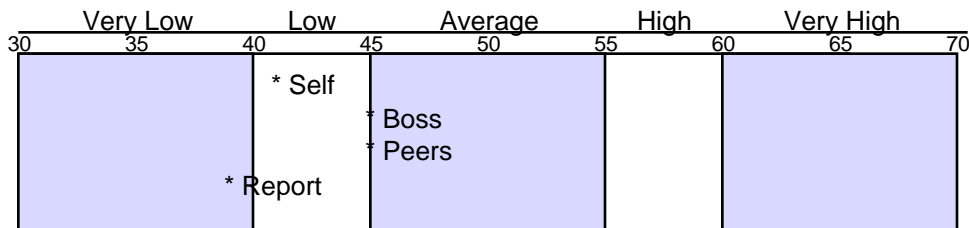
	Very Low	Low	Average	High	Very High	Actual Score	Rater Agreement
		* Self				41	
			* Boss			45	
			* Peers			45	High
		* Report				39	High

Hiding Emotions (HE)

Responding to conflict by concealing your true emotions even though feeling upset.
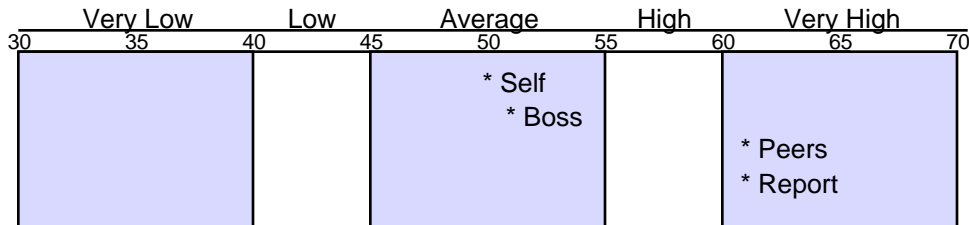
	Very Low	Low	Average	High	Very High	Actual Score	Rater Agreement
			* Self			50	
			* Boss			51	
					* Peers	61	Moderate
					* Report	61	High

Self-Criticizing (SC)

Responding to conflict by replaying the incident over in your mind, and criticizing yourself for not handling it better.
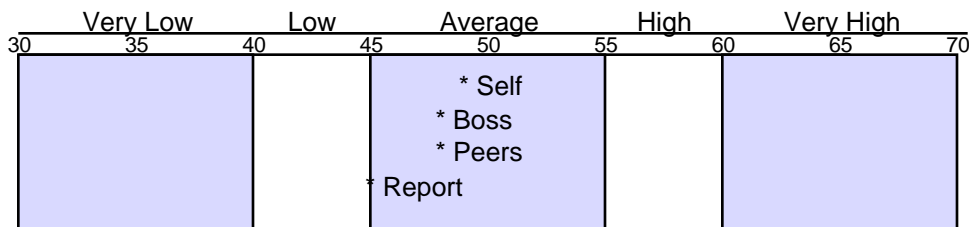
	Very Low	Low	Average	High	Very High	Actual Score	Rater Agreement
			* Self			49	
			* Boss			48	
			* Peers			48	High
			* Report			45	Moderate

Scale Profile

Based on their responses to the Conflict Dynamics Profile, your boss, your peers, and your direct reports have some fairly clear, specific views about the ways in which you respond to conflict situations; their most strongly held views appear below. These opinions may or may not agree with your own self-perception; the thing to remember, however, is that others' impressions of you are extremely important, whether you believe they are accurate or not. The observations of your boss, your peers, and your direct reports have a powerful impact on what they expect from you, how they will interpret your actions, and how they behave toward you. Any belief by others that you are acting in destructive ways during conflict situations strongly suggests that working to change these views of you would be worthwhile.

The following bulleted items are computer-generated statements describing your scores on selected behavioral scales on pages 7-12. They are NOT the exact words of your boss, peers, or reports.

Boss Feedback

With regard to conflict, your boss sees you as someone who:

> does not communicate honestly or openly with the other person to create solutions or generate new ideas.
> actively works with the other person in creating new ways to solve the problem.

Peer Feedback

With regard to conflict, your peers see you as someone who:

> thinks reflectively about the most appropriate response before reacting.
> feels upset but hides your true emotions.
> does not work with the other person to create solutions or generate new ideas.
> does not communicate honestly or openly with the other person to create solutions or generate new ideas.

Direct Report Feedback

With regard to conflict, your direct reports see you as someone who:

> takes time, when emotions are running high, to let things calm down before responding.
> acts distant and aloof, ignoring the other person and avoiding his/her physical presence.
> feels upset but hides your true emotions.
> does not communicate honestly or openly with the other person to create solutions or generate new ideas.
> does not simply give in to the other person to avoid conflict.

Discrepancy Profile

One outcome of taking the Conflict Dynamics Profile is discovering how your impressions of your own behavior can differ from those of others. Because others' observations of you are what determine their behavior toward you, such observations are very important. It is critical, then, to know the areas in which the way you think you are behaving differ from the way that others think you are behaving. That is the purpose of this section of the report.

Below you will find a series of graphs which display the individual items from the Conflict Dynamics Profile for which the gap between your viewpoint and the viewpoint of others is the greatest. For each of these items, it may be useful for you to ask the following questions: Why does this discrepancy exist? On what evidence am I basing my perception of my behavior? On what evidence are other people basing their impressions? What does this say about the way I present myself to others?

Boss Discrepancies

	Never	Rarely	Sometimes	Often	Almost Always
Openly express my thoughts and feelings (EE)			* Boss		* Self
Try to stay flexible and optimistic (AD)			* Self		* Boss
Adamantly stick to my own position (WI)		* Self		* Boss	
Feel upset but don't show it (HE)		* Self			* Boss

Peer Discrepancies

	Never	Rarely	Sometimes	Often	Almost Always
Brainstorm with the other person to create new ideas (CS)		* Peers		* Self	
Openly express my thoughts and feelings (EE)			* Peers		* Self
Adamantly stick to my own position (WI)		* Self		* Peers	
Feel upset but don't show it (HE)		* Self		* Peers	

Direct Report Discrepancies

	Never	Rarely	Sometimes	Often	Almost Always
Openly express my thoughts and feelings (EE)			* Reports		* Self
Delay responding until the situation has settled down (DR)			* Self		* Reports
Adamantly stick to my own position (WI)		* Self		* Reports	
Feel upset but don't show it (HE)		* Self		* Reports	

Dynamic Conflict Sequence: Combined Ratings

Behavior changes as conflict progresses. It can therefore be useful to gain insight into how you react throughout the entire conflict sequence. As a part of the Conflict Dynamics Profile, you and your co-workers rated your behavior at three points in time: as conflict is beginning, during the conflict, and after the conflict has ended. Both the graph below and the table on the following page describe your and others' impressions of your behavior, both constructive and destructive, at each of these three stages. The data on the graph represent the combined ratings of your boss, peers and direct reports and provide a description of the dynamics of your behavior as conflict unfolds.

(Combined ratings by Boss, Peers, and Direct Reports)

	Before	During	After
Constructive	59	35	47
Destructive	48	44	64

Constructive ■   Destructive ●
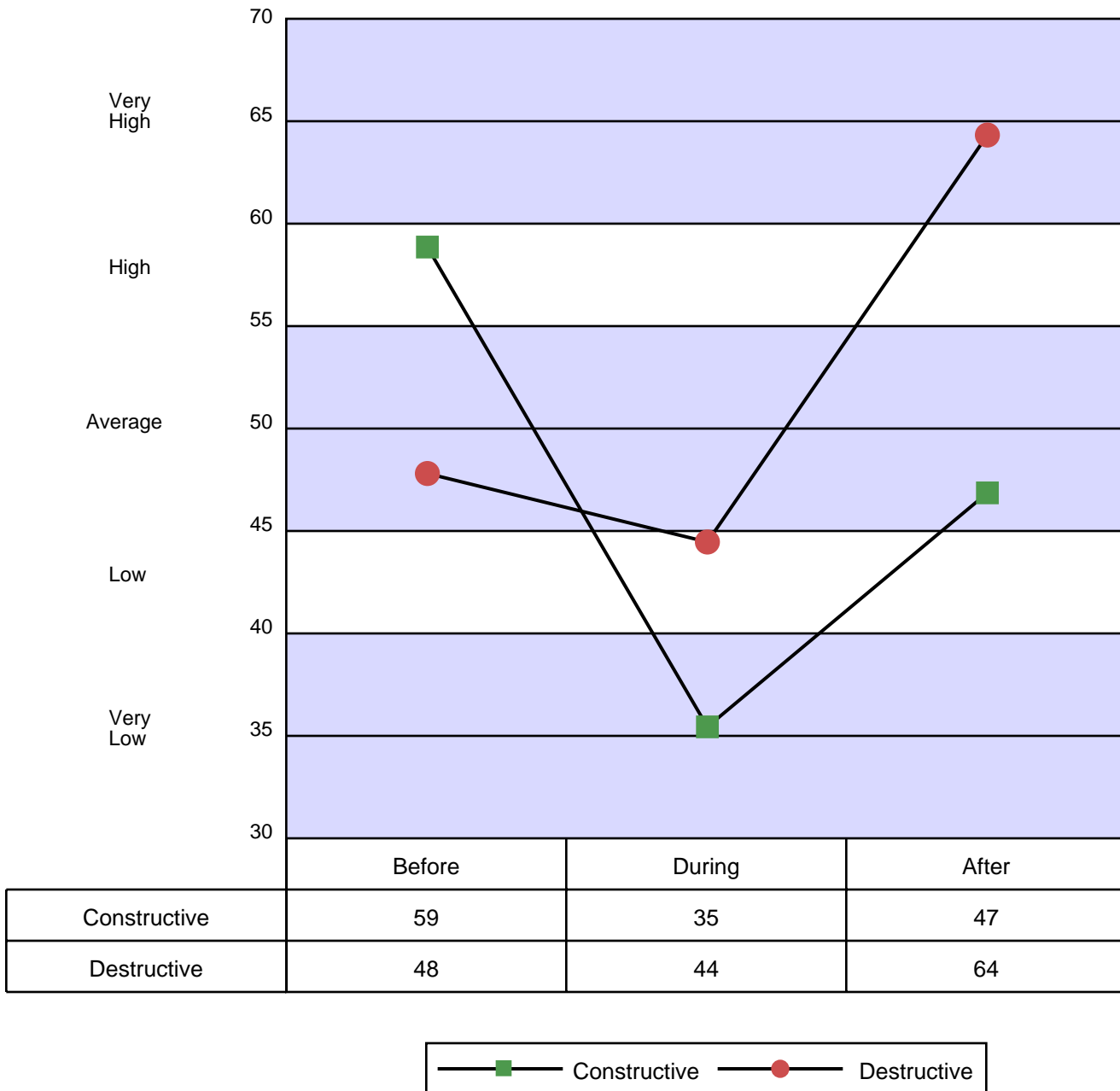
Dynamic Conflict Sequence: Specific Ratings

Some people are most constructive as a conflict is just beginning, while others may be most effective after a conflict has ended. Especially important is how your actions over the course of the conflict are viewed by others, and the discrepancy between your impressions of your behavior and theirs. The table below specifies the ratings given by your boss, peers and direct reports as well as your own ratings.

Raters' Views of Constructive & Destructive Behaviors Over Time

	As Conflict Begins	During Conflict	After Conflict
Self	[43] Constructive [43] Destructive	[44] Constructive [45] Destructive	[51] Constructive [44] Destructive
Boss	[63] Constructive [38] Destructive	[44] Constructive [40] Destructive	[50] Constructive [64] Destructive
Peers	[57] Constructive [46] Destructive	[31] Constructive [45] Destructive	[46] Constructive [66] Destructive
Direct Reports	[59] Constructive [52] Destructive	[38] Constructive [46] Destructive	[47] Constructive [62] Destructive

Greater than 60 = Very High; 55-60 = High; 45-55 = Average; 40-45 = Low; Less than 40 = Very Low

As you study the Dynamic Conflict Sequence graph and table, you will want to consider these questions:

> How does your behavior change over the course of a conflict?

> At each point in time, how does your view of your behavior differ from those of others?

> At each point in time, what is the discrepancy between your constructive and
   destructive responses?

> Based on what you have learned so far from this Feedback Report, when you act in
   constructive (or destructive) ways, what specific behaviors are you likely to engage in?

Organizational Perspective on Conflict

You, your boss, peers, and direct reports were asked to indicate which responses to conflict could be most detrimental to a person's career in your organization. The table below displays the behaviors each of you believes are those which, in your organization, could have either a severe (S) or moderate (M) negative impact on one's career. Shaded cells indicate that your particular rater group has assigned you an unfavorable rating to that specific response to conflict, either low or very low responses to constructive responses or high or very high ratings for destructive responses. For example, if a shaded DA cell in the Boss column contains an S, it indicates that the person being evaluated responds to conflict by displaying anger and, in the boss s opinion, this could have severe negative career repercussions.

You should pay special attention to: 1) those behaviors identified by your boss as severe or moderately impacting one's career, 2) those behaviors identified by at least three groups as severe or moderately impacting one s career, and 3) those shaded cells in which an M or S appears.

	Behaviors Seen As Having Severe(S) or Moderate(M) Impact on Careers			
Responses to Conflict	**Self**	**Boss**	**Peers***	**Direct Reports***
Being insensitive to the other person's point of view (PT)				
Failing to work with the other person to create solutions (CS)		M		
Failing to communicate honestly with the other person by expressing thoughts and feelings (EE)			S	S
Ignoring opportunities to reach out to the other person and repair things (RO)	M	S	S	
Reacting impulsively rather than analyzing the situation and thinking about the best response (RT)	M			
Responding immediately to conflict rather than letting emotions settle down (DR)		M		
Failing to adapt and be flexible during conflict situations (AD)	S			S
Arguing vigorously for one's own position, trying to win at all costs (WI)				
Expressing anger, raising one's voice, using harsh, angry words (DA)	S	S		S
Laughing at the other person, ridiculing the other, using sarcasm (DO)	S	M	S	
Obstructing or retaliating against the other, trying to get revenge later (RE)	S	S		S
Avoiding or ignoring the other person, acting distant and aloof (AV)	M			
Giving in to the other person in order to avoid further conflict (YL)	M	M		
Concealing one's true emotions even though feeling upset (HE)				
Replaying the incident over in one's mind, criticizing oneself for not handling it better (SC)	M			

* For this category, "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)
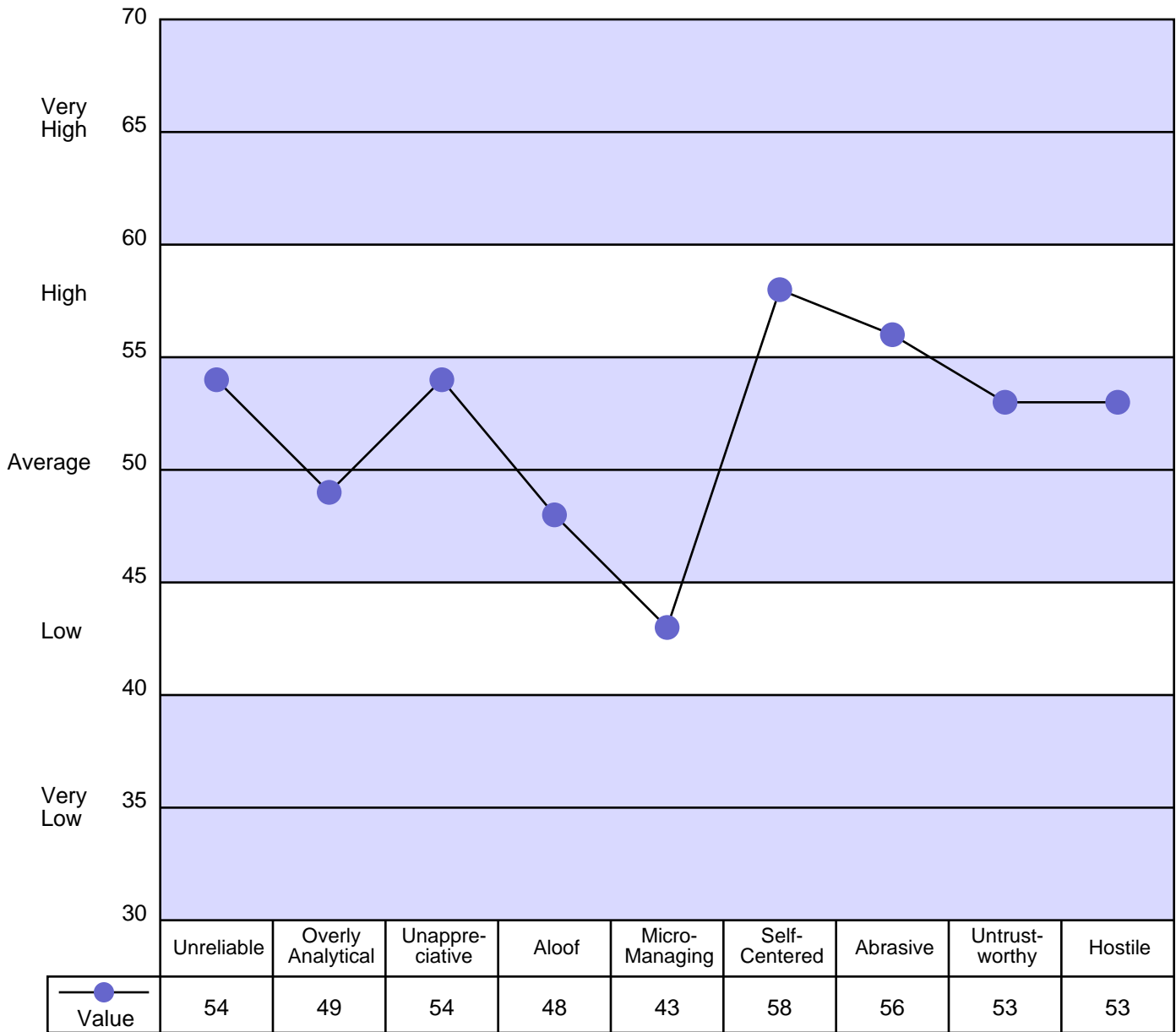
Hot Buttons Profile

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. Because other people are often unable to detect what our own personal hot buttons are, this section is based only on your own responses to the CDP; your boss, peers, and direct reports were not asked these questions.

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 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.

Hot Buttons

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

	Unreliable	Overly Analytical	Unappre- ciative	Aloof	Micro- Managing	Self- Centered	Abrasive	Untrust- worthy	Hostile
Value	54	49	54	48	43	58	56	53	53

Y-axis labels: Very High (65), High, Average (50), Low, Very Low (35); scale from 30 to 70.

Developmental Feedback

Your boss, peers and direct reports were given the opportunity to respond directly to two questions regarding your own conflict-related behavior. These responses are reproduced verbatim below.

Based on your experience, what behaviors of this person are most likely to lead to conflict with others - that is, what actions does the person engage in which lead to conflicts?

Boss   Pat analyzes situations very well before responding. Pat is very professional and rarely becomes involved in conflict.

Others   I haven't observed this person in a conflict situation...individual is a mellow person...this person does not allow conflict to happen...person rated gives in too quickly when other people get angry or confrontational

Based on your experience, how could this person handle conflict in a more effective way?

Boss   Pat deals with conflict effectively. Pat works well with others but is not assertive enough.

Others   Express your feelings more often and be more direct...hold firm to your ideas when you think you are right...don't be so self critical...communicate more openly

CDP Developmental Worksheet: Responses to Conflict

conflict dynamics profile®

	Self Actual Score	Self Area of Strength (>55)	Self Development Opportunity (<45)	Boss Actual Score	Boss Area of Strength (>55)	Boss Development Opportunity (<45)	Peers Actual Score	Peers Area of Strength (>55)	Peers Development Opportunity (<45)	Direct Reports Actual Score	Direct Reports Area of Strength (>55)	Direct Reports Development Opportunity (<45)
Active-Constructive Responses												
Perspective Taking (PT)	41			56			41			44		
Creating Solutions (CS)	55			59			37			47		
Expressing Emotions (EE)	38			38			36			35		
Reaching Out (RO)	52			59			44			44		
Passive-Constructive Responses												
Reflective Thinking (RT)	57			56			61			57		
Delay Responding (DR)	48			53			58			61		
Adapting (AD)	44			46			43			49		

	Self Actual Score	Self Area of Strength (<45)	Self Development Opportunity (>55)	Boss Actual Score	Boss Area of Strength (<45)	Boss Development Opportunity (>55)	Peers Actual Score	Peers Area of Strength (<45)	Peers Development Opportunity (>55)	Direct Reports Actual Score	Direct Reports Area of Strength (<45)	Direct Reports Development Opportunity (>55)
Active-Destructive Responses												
Winning (WI)	54			47			57			54		
Displaying Anger (DA)	42			52			49			48		
Demeaning Others (DO)	43			48			53			57		
Retaliating (RE)	40			42			51			52		
Passive-Destructive Responses												
Avoiding (AV)	50			53			48			63		
Yielding (YL)	41			45			45			39		
Hiding Emotions (HE)	50			51			61			61		
Self-Criticizing (SC)	49			48			48			45		

Highest Priority to Develop:

Self
1. _____
2. _____
3. _____

Boss
1. _____
2. _____
3. _____

Peers
1. _____
2. _____
3. _____

Direct Reports
1. _____
2. _____
3. _____

CDP Developmental Worksheet: Hot Buttons

Hot Buttons, those situations and individuals that you find most annoying, can provoke and escalate conflict. By learning about the situations in which you are most likely to feel upset, you can better avoid conflicts in the future. By understanding and examining the links between provocation and response, you can better control your behavior.

Indicate below each of your Hot Button Scores. Then, for the three Hot Buttons with the highest scores, rank-order their "Importance of Cooling," taking into consideration the following factors:

> Your level of frustration and irritation (that is, your score)

> How frequently this Hot Button provokes you into conflict

> The degree to which provocation of this Hot Button interferes with your job
   performance

> The degree to which provocation of this Hot Button affects your physical
   and emotional well-being

The Hot Button ranked Number 1 should be the Hot Button that you most want (or need) to change.

Hot Button	Your Score	Importance of Cooling
Unreliable	54	
Overly-Analytical	49	
Unappreciative	54	
Aloof	48	
Micro-Managing	43	
Self-Centered	58	
Abrasive	56	
Untrustworthy	53	
Hostile	53	