



## THE CONFLICT PERFORMANCE ASSESSMENT

The Conflict Performance Assessment (CPA) utilized by Perspectives of Freedom (POF) contains a set of scale, open and closed-ended questions designed to determine what specific aspect of organizational conflict needs improvement. The CPA is used to gather information from organizations that want to improve their conflict management system.

Utilizing an online survey questionnaire provides many benefits, from confidentiality of responses and better levels of disclosure from associates in the company to more effective data gathering and organization of input from associates to more direct and faster feedback about conflict in the client company.

### The CPA Questionnaire

The CPA questionnaire is wide-ranging in breadth and detail with 148 questions and typically will take 1.5 to 2 hours to complete. It is focused on getting to the root of conflict and providing organizations with a clear approach to intervention. The following is a list of general areas covered by the CPA:

General Conflict Policies	Emotions and Emotional Intelligence	Mediation When in Conflict
Sources of Conflict	Individual and Group Attitude When in Conflict	Organizational Leadership Style
Organizational Conflict Style	Resistance When in Conflict	Organizational Conflict Indicators
Escalation	Use of Power When in Conflict	Organizational Engagement
Organizational Culture and Values	Acceptability of Solutions When Conflict is Resolved	Organizational Capacity Building
Communication Skills	Negotiation Strategies	Team Conflict Behavior
Communication Barriers	Building Effective Outcomes	

## The Recommended Process

A five-step consulting process is recommended based on ten years of consulting experience and has been field-tested numerous times.



### *Step 1: Executive team buy-in*

Due to the hierarchical nature of most organizations, executive team buy-in – and even ownership – of a conflict is crucial. Initiatives, ideas, and policies all flow in a top-down direction, and organizational consulting insists that the executive team supports the organizational change conflict requires. For POF to enact tangible change within the organization, executive support is essential otherwise, the project will never receive the support and resources needed to move forward.

### *Step 2: Identification of key stakeholders*

Besides executive team buy-in, key stakeholders must be identified in this initial stage. Stakeholders can include managers, associates or staff who have access to the conflict in the organization and agree to act as support for POF while she completes assessments, interventions, and trainings to help the change take root. The executive team will provide POF Solutions with the email addresses of the participating stakeholders.

### *Step 3: Invitation to participants*

POF Solutions will send instructions to participants to access the online survey. A minimum of 7 participants is required. Naturally, a statement of anonymity is part of the instructions because this should be of the utmost concern since associates may be showing sensitive information about the workings of their department and the nature of their relationships with co-workers and managers.

### *Step 4: Assessment using the CPA*

The results of the survey are analyzed by doctoral-level conflict resolution specialists and compiled in a document with clear recommendations. The information is then used to determine the intervention – training, coaching, process adjustment, etc. that will improve the client's management of conflict. This step will reveal the nature of the conflict(s) and provide POF with the data to make recommendations to stakeholders and executives going forward. The company will have a better sense of what areas are working well and what areas may need improvement.

#### *Step 5: Report back and plan for follow-up*

Based on the outcome of the CPA, a recommended training/coaching intervention can be designed with the executive team. The intervention must not only carefully consider the conflict at hand but also organizational and departmental goals and the overall culture of the organization. Interventions may be interpersonal, suggest systemic change, such as setting up a formal dispute resolution system or ombudsman's office, or suggest a change in process to improve how individuals or departments interact. When the intervention addresses interpersonal and conflict-related dynamics, it is strongly recommended that training take place in a face-to-face, more traditional classroom so communication skills can be practiced and built in the training room with a supportive facilitator and co-workers.

POF promotes measuring conflict performance again 3-6 months after the intervention has occurred. Comparing pre- and post-intervention status can give client organizations a quantitative statistic to measure change. This measurement can be reported to others, such as supervisory boards and partners.

#### **Remuneration**

The remuneration for the Conflict Performance Assessment is U\$ 1,500.

#### **Duration**

The duration of the CPA is usually one month but is highly dependent on how fast the participants complete the survey.