Everything DiSC® Manual

WILEY

Everything DiSC® Productive Conflict

The application-specific model used in the *Everything DiSC® Productive Conflict Profile,* shown in Figure 1, helps learners understand how they approach conflict situations. The eight words around the map indicate the top priorities of learners with different DiSC® styles. For example, the priorities of "S" individuals are Harmony, Stability, and Reassurance. The development of this model was based on empirical data.
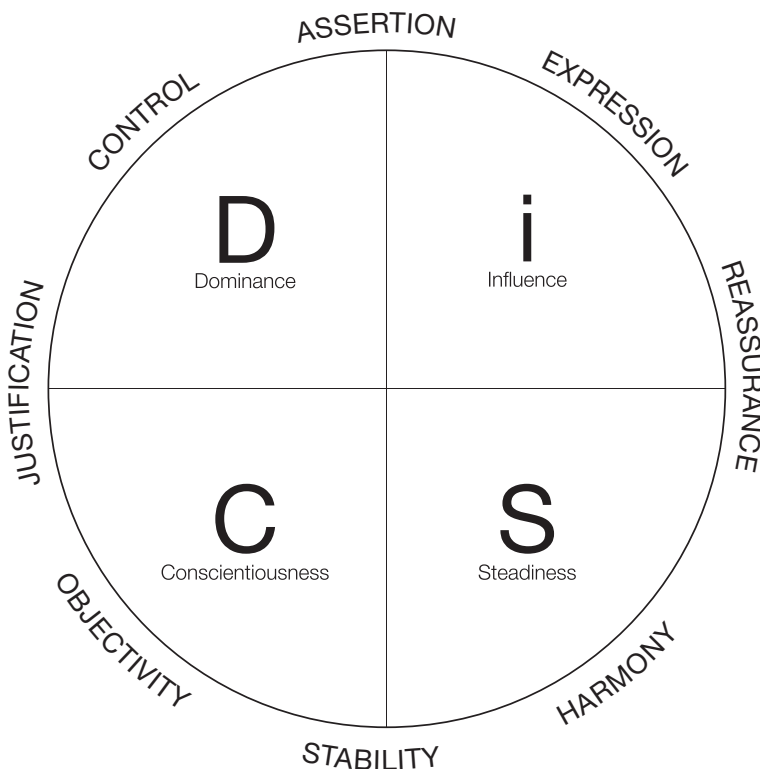
Figure 1 Everything DiSC Productive Conflict Model

Development of the Productive Conflict Priorities

Twenty-five new items were created to supplement the measurement of the eight *Productive Conflict* priorities. These items were intended to be combined with specific Everything DiSC® base items in order to measure the eight priorities. Responses were collected from a total of 3,509 participants in preparation for an upcoming classroom training session. These data were analyzed using multidimensional scaling, intercorrelation matrixes, and internal reliability analyses. As a result, a total of six items were eliminated and replacement items were written for the final version of the priorities assessment.

Validation of the Productive Conflict Priorities

A total of 8,332 participants were asked to take the *Everything DiSC Productive Conflict* assessment in preparation for an upcoming classroom training session. The demographics for this sample are shown in Table B.6. This assessment measured the eight DiSC scales as well as eight *Productive Conflict* priority scales. These scales are shown in Table 1, along with sample items included within each scale. Items were rated on a five-point Likert scale ranging from Strongly Disagree to Strongly Agree. The *Productive Conflict* priority scales are standardized to have a mean of zero and standard deviation of one.

The priority scales were first submitted to a multidimensional scaling analysis, which allows researchers to look at the relationship among the eight scales and compare this against the expected relationships, as predicted by the model. The results of this analysis are presented in Figure 2. Scales that are closer together share more in common and scales that are farther apart are more dissimilar.

The results suggest that the scales are related in a manner consistent with the conceptual model. That is, the priority scales are arranged in a roughly equally spaced circle in the predicted order. For instance, Harmony is equally distant from both Reassurance and Stability, and is between the two of them. Table 2 shows the intercorrelations among the priority scales.

The intercorrelation matrix further suggests that the relationships among the priority scales are as predicted by the theoretical model. That is, each scale has its strongest positive correlation with the two scales adjacent to it. The degree of correlation among adjacent scales, however, does vary more than expected. As well, all scales demonstrate their strongest negative correlation with scales that are theoretically opposite, as shown in the grey shaded boxes.

Figure 3 shows the relationship among the priority scales (plotted as unfilled circles) and the DiSC scales (plotted as filled circles). The results suggest that each priority scale tends to be most strongly correlated with the DiSC scale specified in the theoretical model. For instance, the Control scale is most strongly correlated with the D scale.

Finally, Table 3 shows the internal reliability (i.e., Cronbach's Alpha) coefficients for the eight priority scales. The median alpha was .76 and the values ranged from .60 to .79.

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Table 1 Sample Items for the Productive Conflict Priority Scales

| Priority	Sample Items
Assertion	When I'm in a conflict, I confront the topic without waiting
	When I'm in a conflict, I tackle the issue head on
Expression	When I'm in a conflict, I tend to verbalize my emotions
	When I'm in a conflict, I have a strong need to express my feelings
Reassurance	When I'm in a conflict, I'm still very empathetic with the other person
	When I'm in a conflict, I'm eager to forgive the other person (even if I probably shouldn't)
Harmony	When I'm in a conflict, the lack of harmony in the relationship really bothers me
	When I'm in a conflict, I do whatever it takes to calm the situation down
Stability	When I'm in a conflict, the lack of stability in my world is very unnerving for me
	When I'm in a conflict, I sometimes cave in just to make things stable again
Objectivity	When I'm in a conflict, I'm very disciplined at stepping outside myself and analyzing the situation objectively
	When I'm in a conflict, I prefer that we leave emotion out of the discussion
Justification	When I'm in a conflict, I'm great at quickly coming up with an airtight justification for my position
	When I'm in a conflict, I'm very good at logically dissecting and dismantling the other person's argument
Control	When I'm in a conflict, I make sure I'm in control
	When I'm in a conflict, I often take charge of the conversation

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In summary, these results provide support for the *Everything DiSC Productive Conflict* model and the measurement of that model. The priority scales are correlated in a manner predicted under the theoretical model and the priority scales are correlated with the DiSC scales as expected. Finally, the scales demonstrate an acceptable level of internal reliability. This type of empirical support should give managers confidence that the *Productive Conflict* model accurately reflects real-life conflict approaches and is useful for understanding various approaches to conflict.
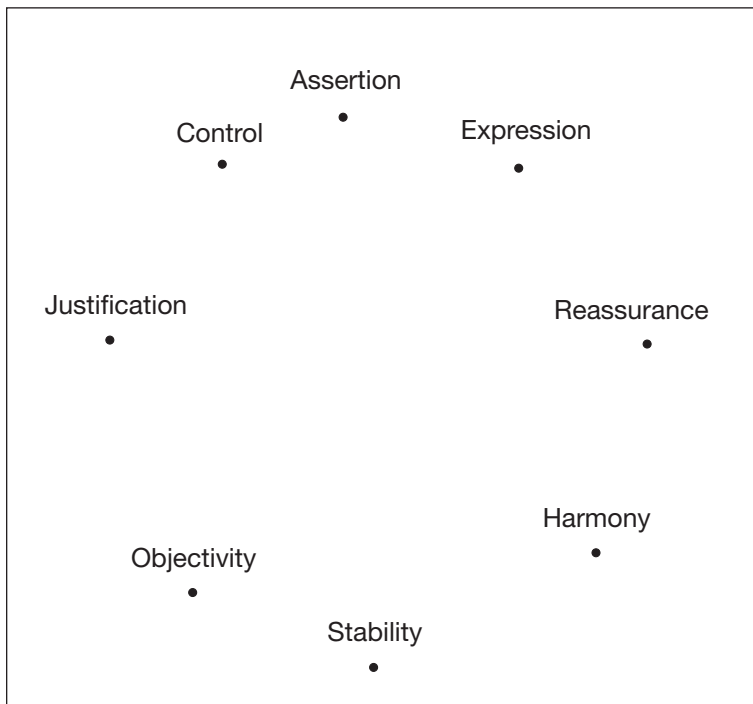
Figure 2 MDS Map of the Productive Conflict Priorities
Note: Stress = .0130; RSQ = .9980.

Table 2 Intercorrelations Among Productive Conflict Priority Scales

	Control	Assertion	Expression	Reassurance	Harmony	Stability	Objectivity	Justification
Control		.67	.23	-.34	-.72	-.59	-.19	.47
Assertion	.67		.55	.02	-.50	-.81	-.43	.10
Expression	.23	.55		.49	-.07	-.528	-.70	-.23
Reassurance	-.34	.02	.49		.53	-.13	-.50	-.63
Harmony	-.72	-.50	-.07	.53		.38	-.06	-.58
Stability	-.59	-.81	-.58	-.13	.38		.42	-.11
Objectivity	-.19	-.43	-.70	-.50	-.06	.42		22
Justification	.47	.10	-.23	-.63	-.58	-.11	.22	
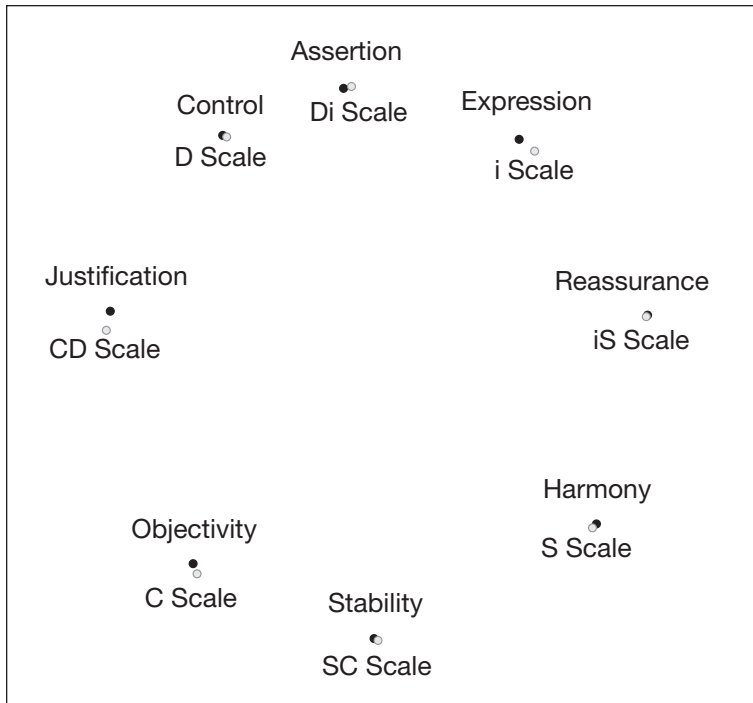
Figure 3 MDS Map for Productive Conflict Priority Scales and DiSC Scales
Note: Stress = .0200; RSQ = .9970.

Table 3 Internal Reliability of the Productive Conflict Priority Scales

Priority	Alpha
Control	.79
Assertion	.77
Expression	.76
Reassurance	.76
Harmony	.79
Stability	.75
Objectivity	.60
Justification	.71