Illustrative Sample

CHCI LEADERSHIP CONFLICT ASSESSMENT

Leadership Conflict Assessment Report

Leading Through Conflict With Clarity and Care

Sample Participant

This report describes preferences that may appear in conflict. It is not a capability rating.

A COMMON LANGUAGE FOR CONFLICT

The Five Leadership Conflict Dimensions

These dimensions describe common ways people tend to engage when conflict, pressure, or differing viewpoints emerge. They are not fixed labels or measures of performance. Strong leaders use every dimension deliberately.

Director

Clear and decisive; moves a conversation toward ownership, action, and a clear choice.

Best used when a decision or next step needs to be named.

Collaborator

Inclusive and strategic; builds shared solutions that honor both the work and the relationship.

Best used when broad commitment and a lasting solution matter.

Harmonizer

Empathetic and supportive; notices trust, connection, and the human impact of a difficult issue.

Best used when a relationship needs care or repair.

Observer

Reflective and calm; brings facts, context, and perspective before the group responds.

Best used when complexity or emotion is high.

Negotiator

Practical and flexible; looks for workable trade-offs while keeping underlying interests visible.

Best used when a practical path forward is needed.

Your individual profile on the next page shows which dimensions are most predominant in this assessment, along with the strengths to draw on and the balance each dimension may need.

YOUR CONFLICT PROFILE

Your Leadership Conflict Profile

This view brings your scores, strengths, and balance needs together so you can use your results in real conversations.

PRIMARY DIMENSION

Collaborator

8.8 / 10

Your predominant pattern for building shared solutions and drawing out perspectives before decisions.

HOW TO READ THIS

Each dimension is scored on a scale of 0-10, with 10 being the maximum for each dimension. Scores show how frequently dimensions may present when handling conflict, and each dimension's score is independent of the others. A higher score in one dimension does not reduce a score in another.

Score Snapshot: Strengths And Balance Needed

DIMENSION	SCORE	STRENGTH	BALANCE NEEDED
Director	5.7	Clarify ownership, decisions, and next steps.	Pause to hear perspectives before making the final call.
Collaborator	8.8	Invite input and build commitment to a shared solution.	Time-box exploration, then name how and when a decision will be made.
Harmonizer	5.0	Notice relationship impact and support repair when needed.	Pair care for the relationship with a clear next step.
Observer	6.0	Slow the conversation enough to surface context and perspective.	Share the key observation, then help the group decide what to do.
Negotiator	6.7	Identify trade-offs and move toward a workable agreement.	Check that the trade-off addresses the underlying need, not just the immediate issue.

Use the strengths when the situation calls for them. Notice the balance needed as a cue to slow down, invite another perspective, or choose a different response.

ADAPT YOUR APPROACH TO THE OTHER PERSON

Working Across Dimensions

When your predominant dimension is Collaborator, small adjustments in pace, clarity, and inclusion make a practical difference whether the other person shares your dimension or approaches conflict differently.

COLLABORATOR AND...	TRY THIS
... Director	Bring a clear choice and time frame. Invite their view of the main risk, then agree who decides and when.
... Collaborator	Two similar approaches can create strengths and blind spots. Agree when to stop exploring, who will decide, and what comes next.
... Harmonizer	Acknowledge the relationship and invite their perspective before proposing a path. Ask what support would help.
... Observer	Give context and thinking time, then agree a precise point to reconnect. Ask what facts or risks are missing.
... Negotiator	Define the practical constraints and identify a workable exchange that addresses the real issue.

PREPARE FOR ONE REAL CONVERSATION

Plan Your Next Conversation

Use this page to prepare for one real conflict conversation. Write directly in the response space, then revisit it after the discussion and notice what you learned.

The Issue I Need To Address What happened, and what is the impact if it stays unresolved?	
My Dimension's Strengths What strengths can I draw on in this conversation?	
Balance Needed What tendency do I need to manage so I stay effective?	
My Opening Question What genuine question will I ask before stating my recommendation?	

Final Check

Before you close the conversation, ask: "What have I not heard yet?" Then agree on the next step, owner, and timing.

TURN INSIGHT INTO DAILY PRACTICE

Your 30 Day Practice

Choose one habit to practice consistently, then use the prompts below to prepare for a real conversation. Small behavioral experiments make the assessment useful.

PRACTICE	TRY THIS
Weeks 1-2: Notice and Invite	In one difficult conversation, notice when Collaborator shows up. Before responding, invite one person with a different conflict dimension to name what may be missing.
Weeks 3-4: Repair and Script	After a tense moment, ask: “How did that land? What would help us move forward well?” Write a short opening that names the issue, outcome, question, choices, and next step.

Practical Tips For Difficult Conversations

- Name the decision, the people affected, and what is still open for input before offering a recommendation.
- Lead with the outcome you are trying to protect, then ask one genuine question before stating your position.
- When resistance appears, ask what risk, impact, or need may not yet be visible. After deciding, state the next step, owner, and timing.

Reflection Prompts

- Where does my Collaborator strength help this team move forward?
- When does my default response make it harder for others to contribute?
- What one adjustment will I practice before my next difficult conversation?

Your Commitment

I will practice this adjustment in my next difficult conversation: