

## Appendix A

# Real-World Professional Conflict Assessment

### A.1 Instructions and Exercise Overview

The activity that you will be completing will involve the following tasks: You will be presented with a scenario that will describe the character's emotional state at the beginning of a given scenario. You will then be asked to generate a response that may alter the character's internal emotional state from one position on the Emotion Grid (see Figure 1), to another position (e.g., Region 1, Region 2, Region 3, and Region 4).

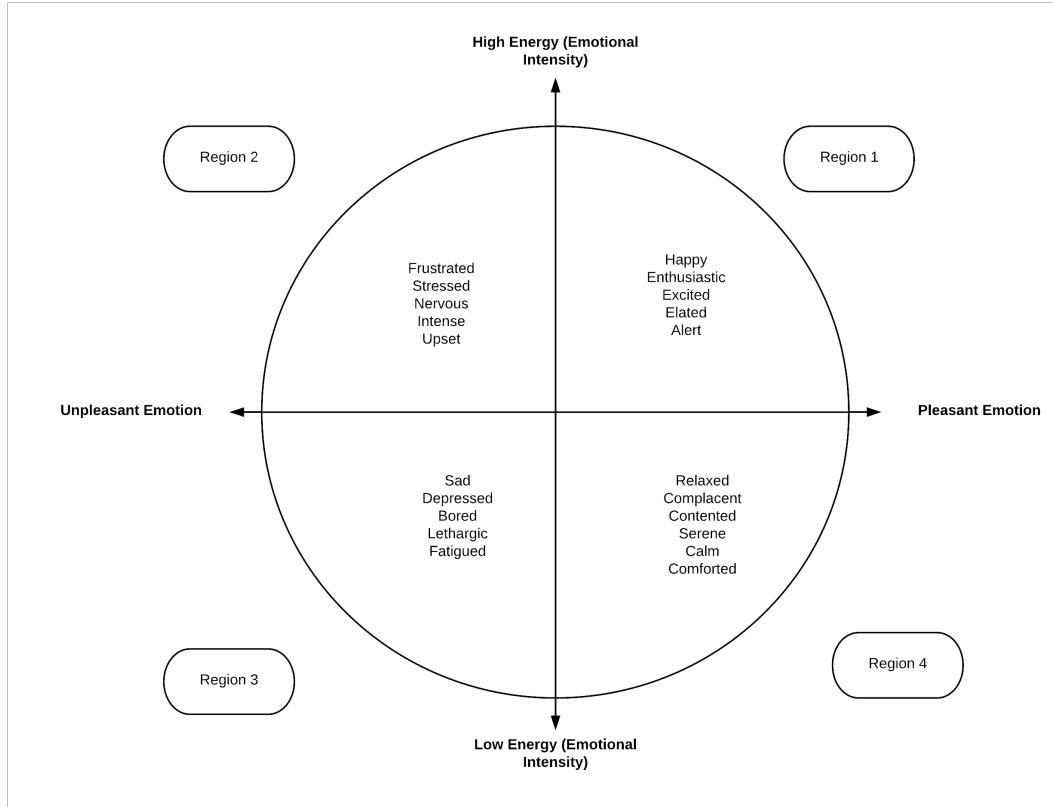


FIGURE A.1: You will be asked to transition the presented characters to emotions listed within the four regions on this grid.

### A.1.1 Task

You will be presented with a series of 4 scenarios. After reading each scenario you must generate a unique response that relates to an emotion listed in the specified region of the emotional grid (below).

### A.1.2 Example

**Instructions: Please read the scenario below and generate several responses, as specified.**

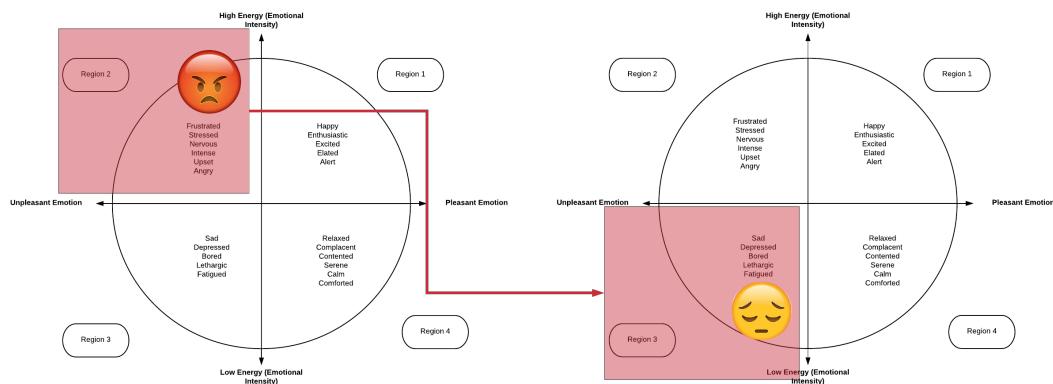
*"You have now been in the position as the Platoon Leader of the 1st platoon for one month. You are sitting in your office on Monday afternoon. The entire Company is scheduled to deploy for a field training exercise (FTX) tomorrow morning. The unit is conducting its final checks and preparations. You overhear a conversation directly outside your office between your platoon sergeant, SFC Smith and SPC Kelly, the maintenance clerk, and it appears to be getting louder. SFC Smith is questioning SPC Kelly about the reports that indicate that 3 out of 4 of the platoon's vehicles are down. She is irate and is*

expressing her frustration towards SPC Kelly. As you walk into the room the exchange appears to escalate and SFC Smith continues to reprimand SPC Kelly for not providing a more timely update. SPC Kelly, clearly frustrated and confused, begins to defend herself. She implies that she was not the individual assigned to the completion of the motor pool reports. You have the opportunity to intervene. You approach SPC Kelly and ask to speak to her privately. She agrees. While in your office, she reveals that she is often targeted as the scapegoat when something goes wrong. As LT you are required to respond to her in an effective way. Please indicate the way you would respond to her in this given situation. Please provide two example responses."

#### A.1.2.1 What do you say now?

Currently (at the beginning of your conversation with SPC Kelly) she is in a high energy, unpleasant emotional state: (see region 2 in the image below) frustrated and stressed. What would you say to shift her emotions to the following states? Please provide two responses for each of the four states.

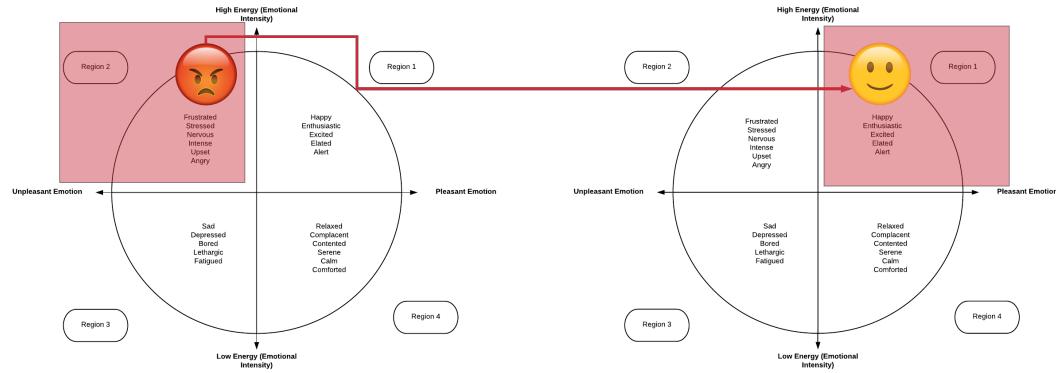
*Transition state to low energy, pleasant state*



I know that SFC Smith is frustrated but this is not your fault. This is an issue with training. We will all talk about ways we can improve communication within this platoon.

SPC Kelly don't worry too much. Things are going to get better around here soon. Will be working on the systematic communication within this unit.

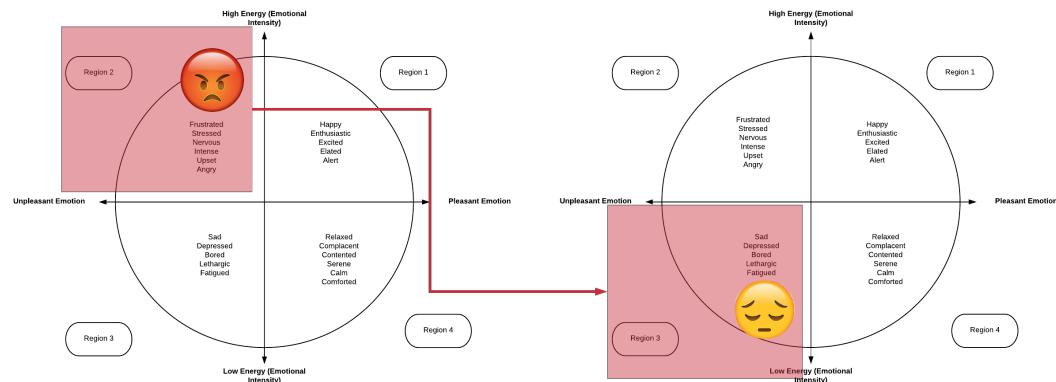
*Transition state to high energy, pleasant state*



SFC Kelly, you are one of the best maintenance clerks that we've had in this unity. You'll be promoted soon. Let me know if you have any more issues with SFC Smith.

SFC Kelly, I see that you are having a tough day. I am giving you the rest of the day off.

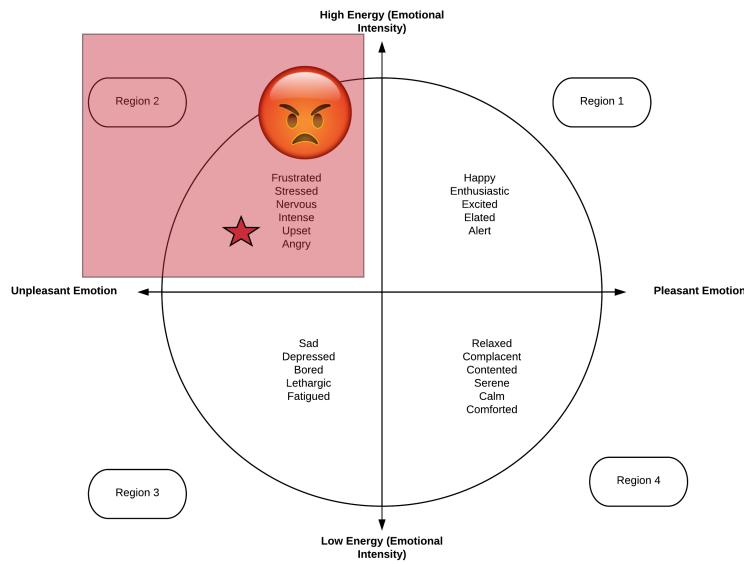
*Transition state to low energy, unpleasant state*



SFC Kelly, if you want to do well you need to learn to shut your mouth and do what you're told. You are on your last strike right now.

SFC Kelly, get it together. How many times do we have to ask you to follow through with your responsibilities? You are holding our whole unit up with your inconsistent performance.

*Maintain high energy, unpleasant state*



SFC Kelly, you say that you are the scapegoat but in actuality you work quality is unacceptable.

SFC Kelly, who do you think you are speaking to a superior this way? It is your responsibility to make sure reports are filled out properly.

## A.2 Civilian Scenarios: Workplace Conflicts

### A.2.1 Region 1

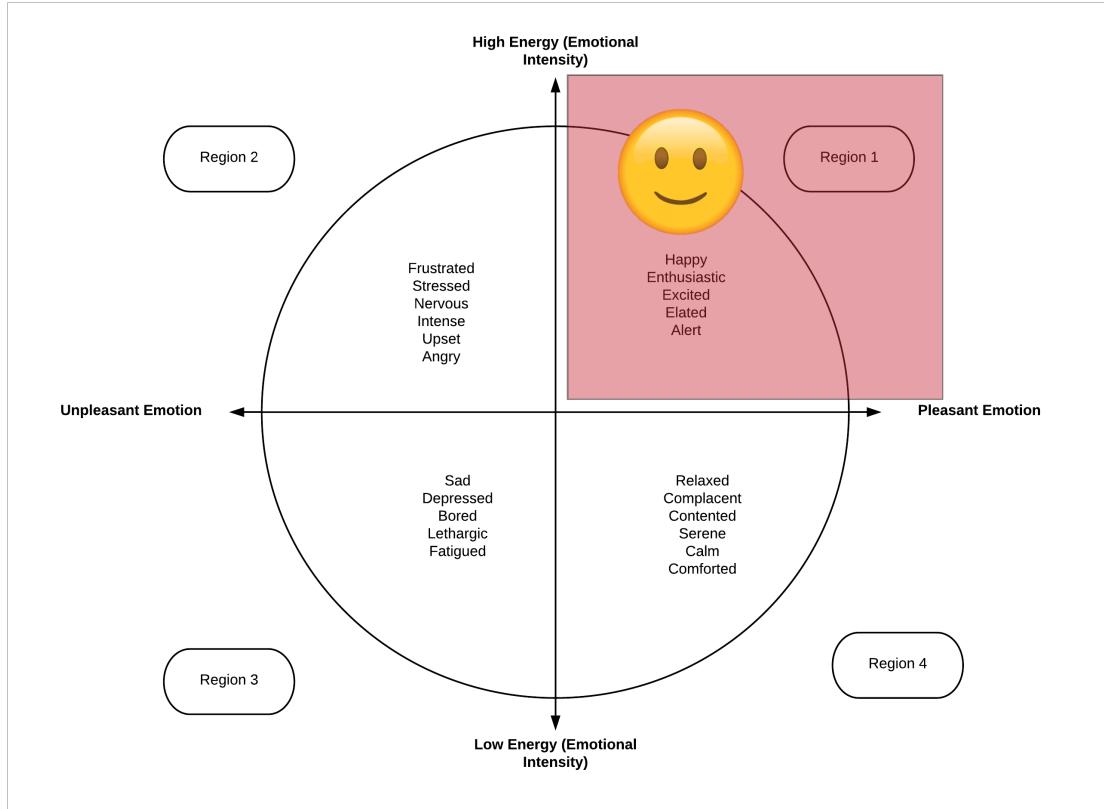


FIGURE A.2: States within region 1 represent emotions that are higher in intensity and more highly pleasant (e.g., happy, enthusiastic). The proceeding scenario(s) introduce characters whose emotional states begin in region 1.

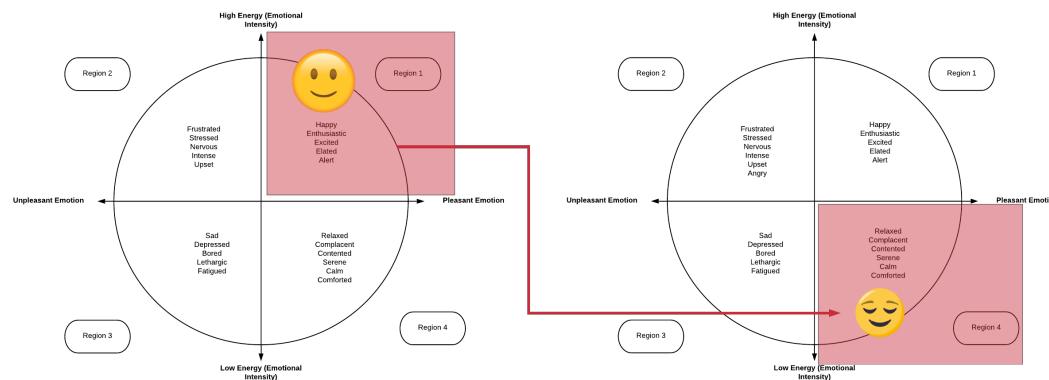
#### A.2.1.1 Absenteeism

*"You are a supervisor at a law firm. Last Monday one of your employees, Kyle, called in sick with a fever and a bad stomach ache after a weekend camping trip. As it turned out, staying home Monday wasn't enough. She also had to call in sick on Tuesday and Wednesday. Even after three days at home she still didn't feel well but figured that she had better get back to work in order not to jeopardize her job. She went to work on Thursday and struggled through until the weekend. The next Monday Kyle feels in top shape and everyone, including her supervisor, is friendly to her and glad to see her feeling better. Kyle starts telling them all about the fun she had on her camping trip. She could talk of little else all day. She was so busy talking about her fun weekend that she forgot to thank her coworkers for covering for her. You began to notice the irritation of her team members and pull her to the side for a brief discussion."* [82]

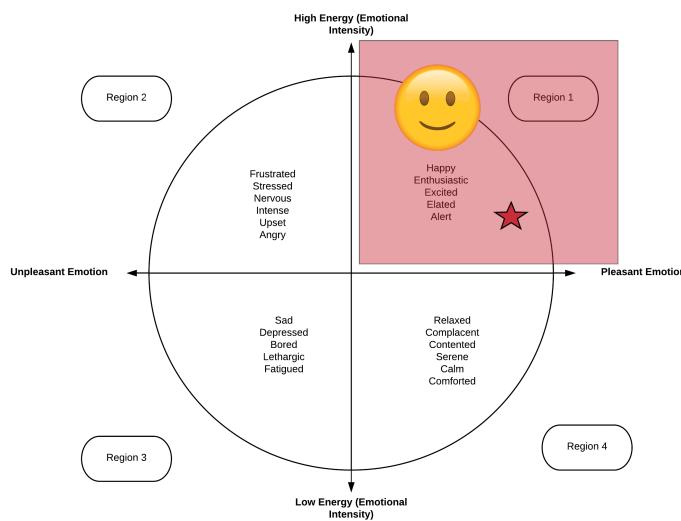
### A.2.1.2 What do you say now?

Currently, Kyle is in a high energy, pleasant emotional state (see region 1), cheerful and enthusiastic. What would you say to shift her emotions to the following states? Please provide two responses for each of the four states.

*Transition to low energy, pleasant state*

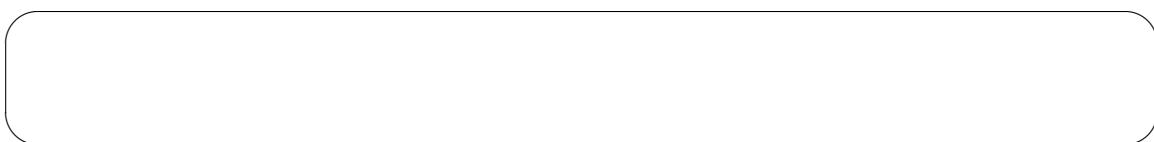
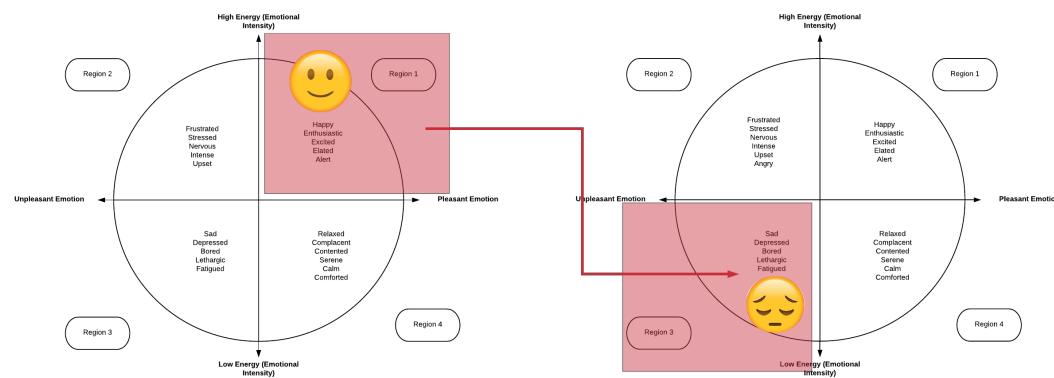


*Transition state to high energy, pleasant state*

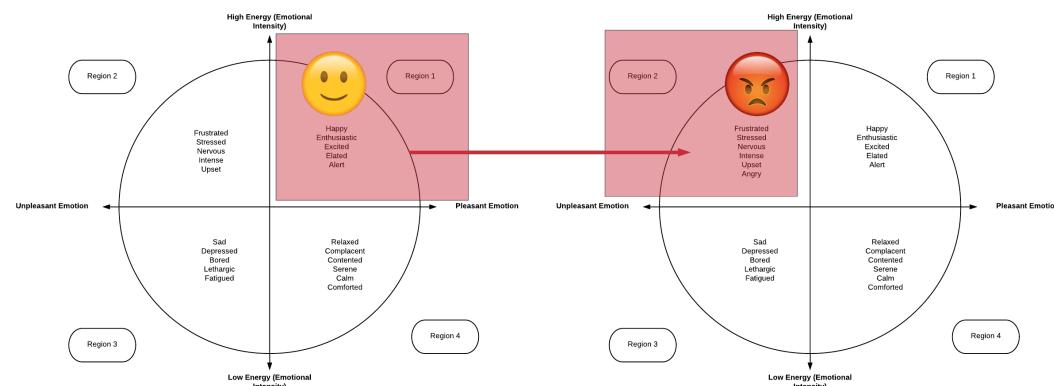


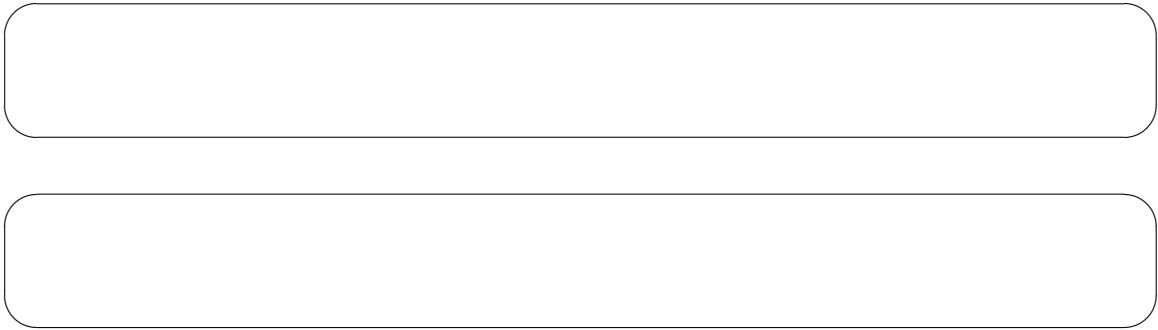


*Maintain low energy, unpleasant state*



*Transition to high energy, unpleasant state*





### A.2.2 Region 2

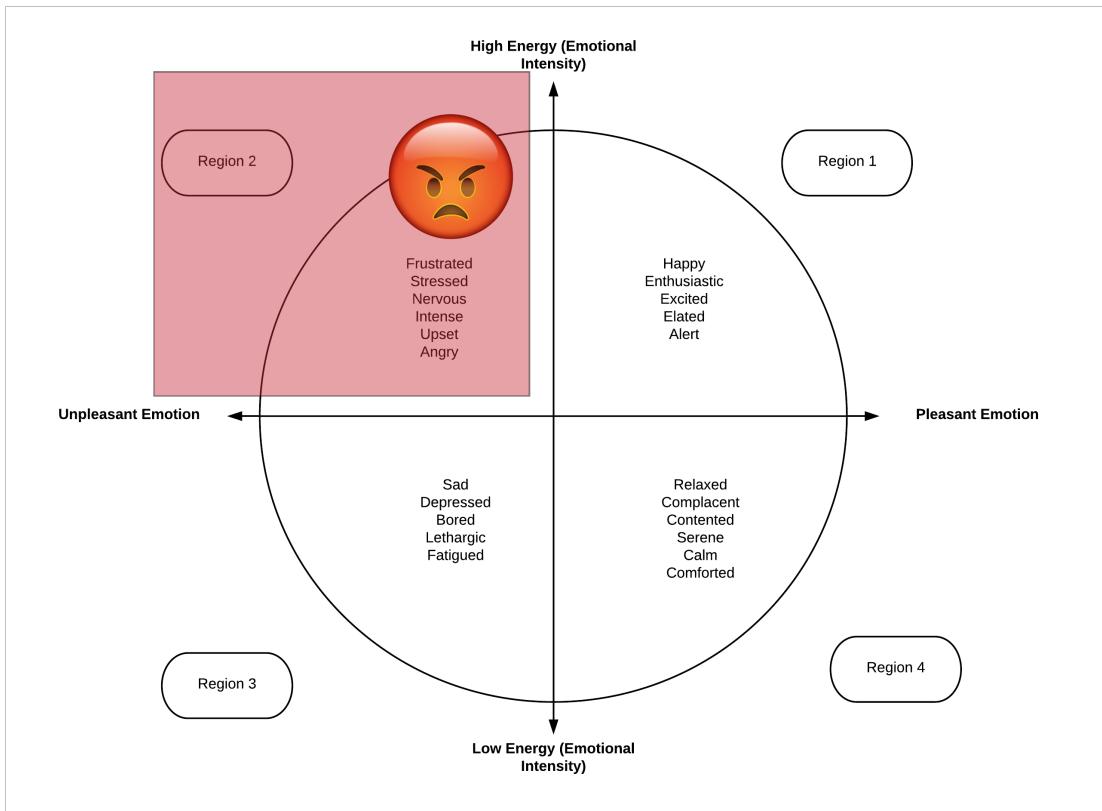


FIGURE A.3: States within region 2 represent emotions that are higher in intensity and less pleasant (e.g., frustrated, stressed). The proceeding scenario(s) introduce characters whose emotional states begin in region 2.

#### A.2.2.1 Respect

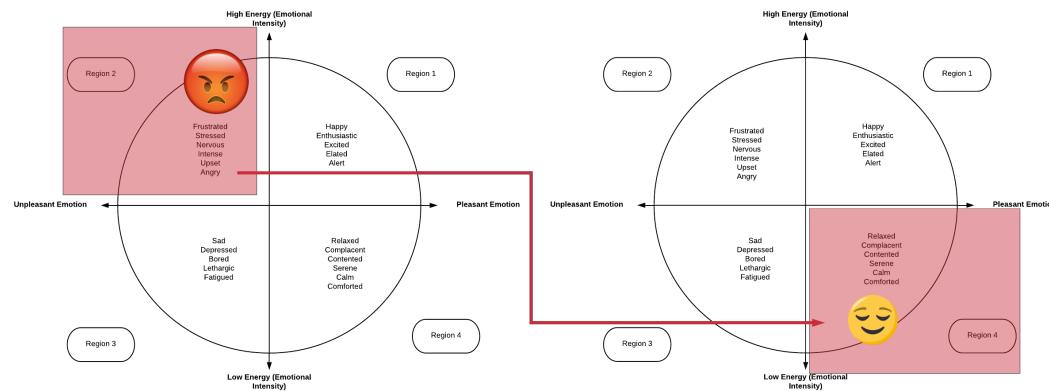
*"You are a manager at a grocery store. Today, one of your employees, Sam, arrives in a bad mood saying that someone cut him off on the freeway. Shortly after his arrival, you see one of his co-workers approaching him to remind him that he is responsible for unloading canned vegetables from the truck this morning. The truck is already there and the driver needs to leave shortly. He yells at his coworker saying, 'I'll unload when I'm*

good and ready to.' Overhearing this exchange, you decide to pull Sam into your office to address the situation." [82]

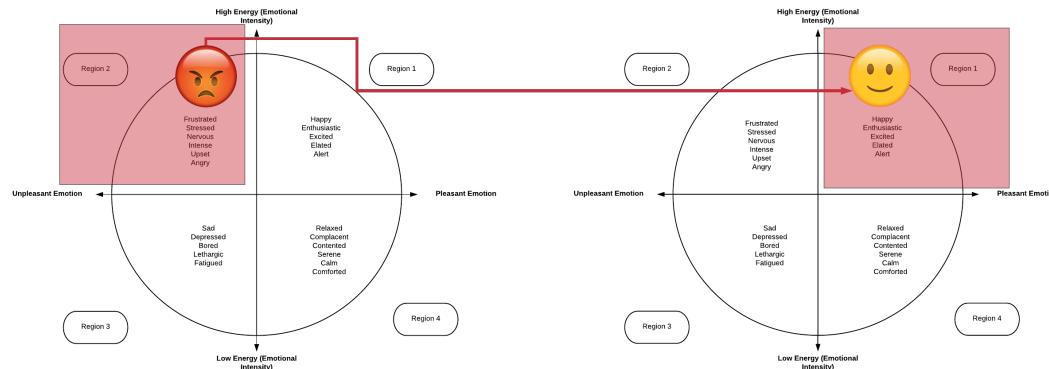
### A.2.2.2 What do you say now?

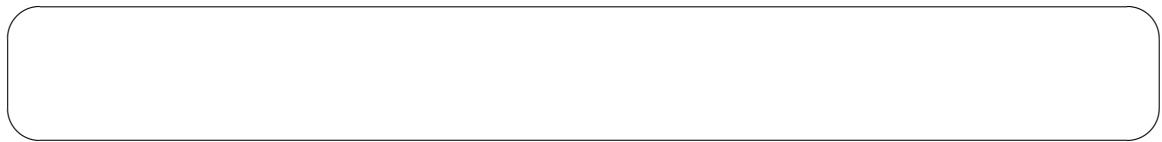
Currently, Sam is in a high energy, unpleasant emotional state (region 2): frustrated and intense. What would you say to shift his emotions to the following states? Please provide two responses for each of the four states.

*Transition to high energy, pleasant state*

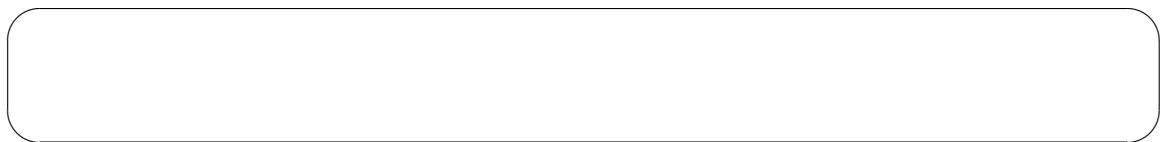
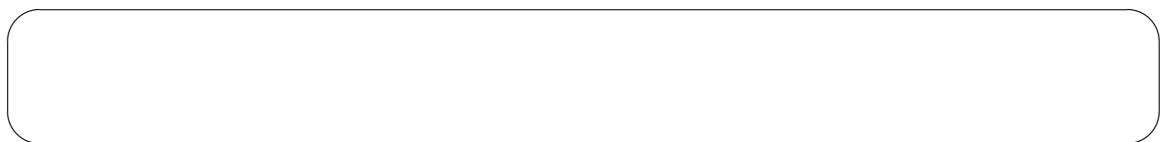
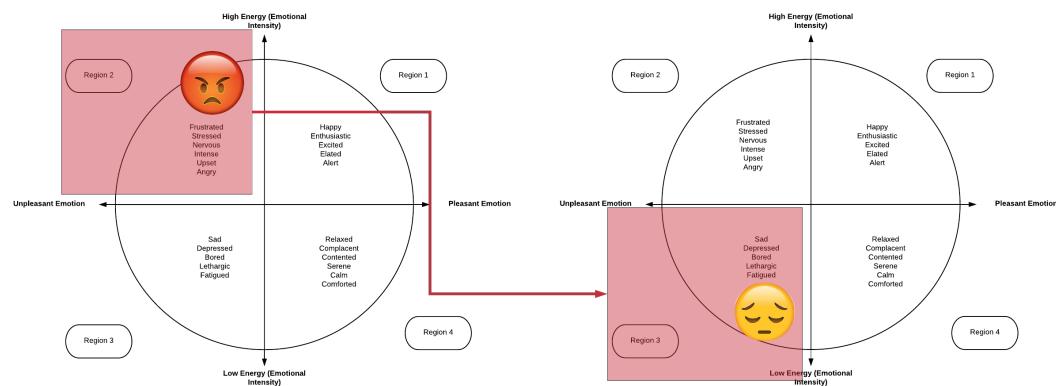


*Transition state to high energy, pleasant state*

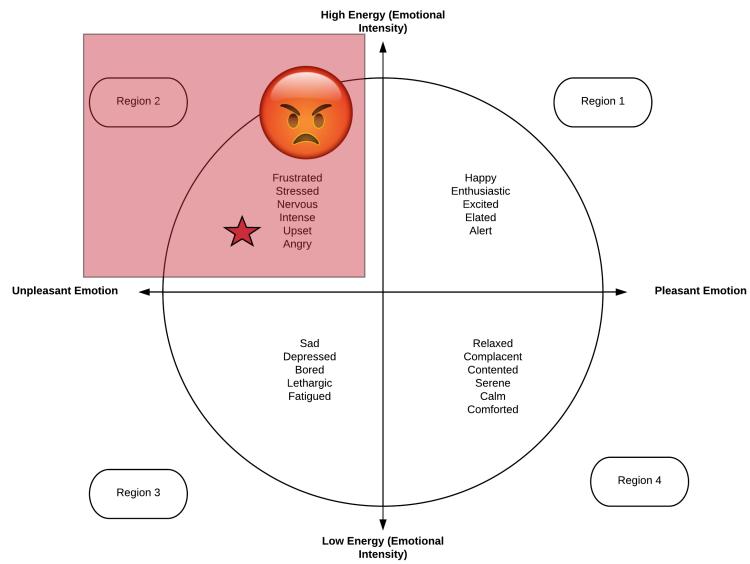




*Transition to high energy, pleasant state*



*Maintain high energy, unpleasant state*



### A.2.3 Region 3

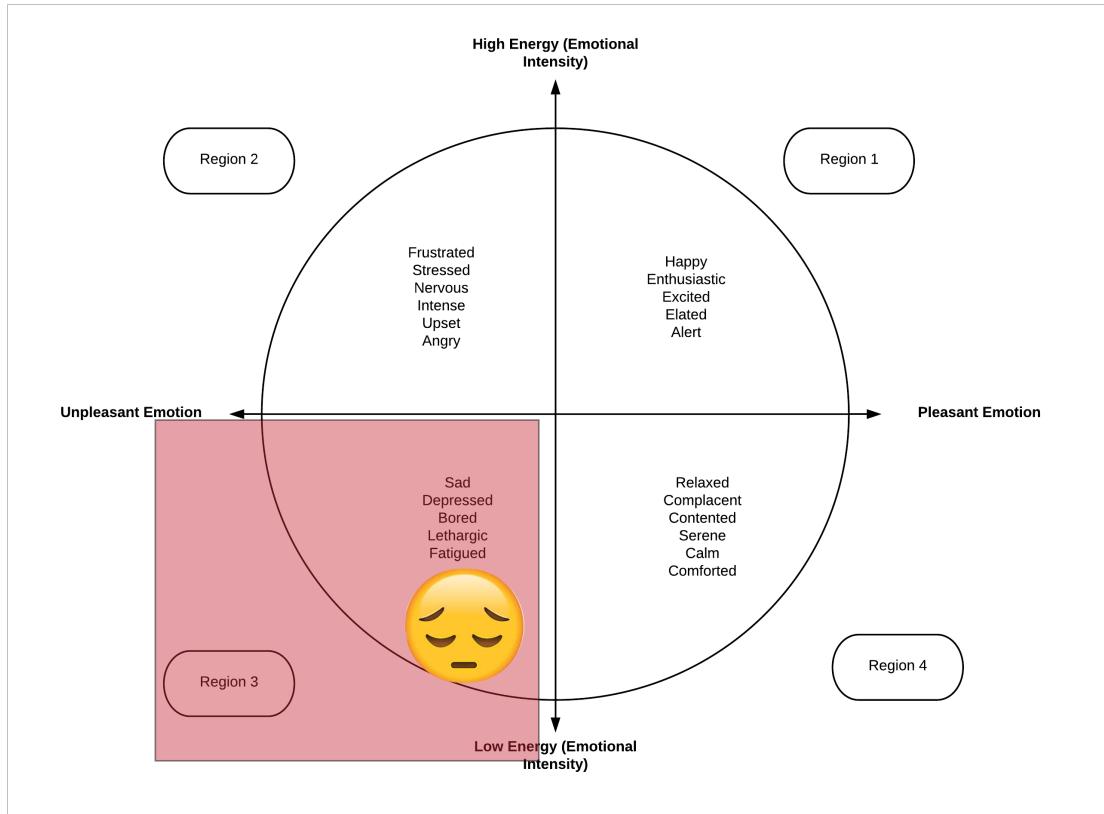


FIGURE A.4: States within region 3 represent emotions that are lower in intensity and less pleasant (e.g., sad, depressed). The proceeding scenario(s) introduce characters whose emotional states begin in region 3.

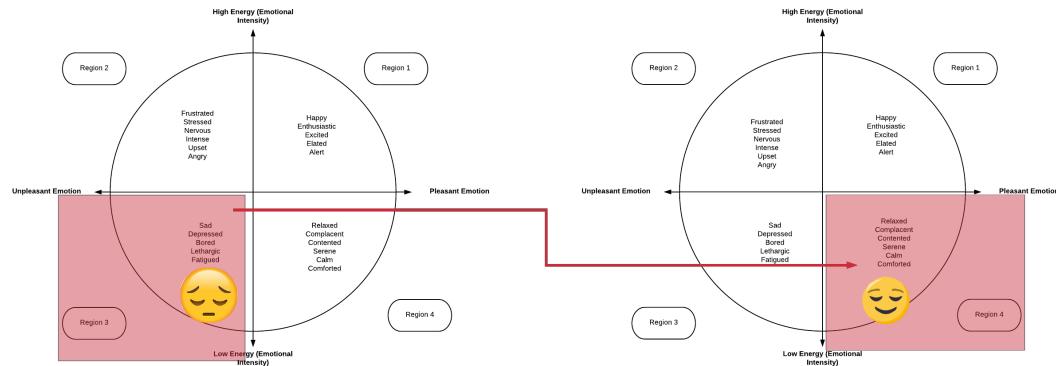
#### A.2.3.1 Depressed Staff Writer

*"You have been working for the Trumpet Home Décor Magazine for about five years and have recently been promoted to the editor in chief position. This morning one of your staff writers brought some information to you regarding the disintegrating work-quality of a fellow staff writer, Sarah. After receiving SGT Franklin's comments you email her to request an office visit. During a later conversation with her, she reveals that she feels that her hard work has gone overlooked and unacknowledged over many years. She expresses her frustration about witnessing the promotion of other staff writers who have come and gone over the past 10 years. She reveals that she is going through financial and marital trouble due to the strain of having one child who is in and out of the hospital. She continues saying, 'I've had my low moments. Sometimes I just want to get away from it all. For now, I am borrowing my friend's medication to handle it all (pulls out the bottle of anti-depressants, despondently)'"*

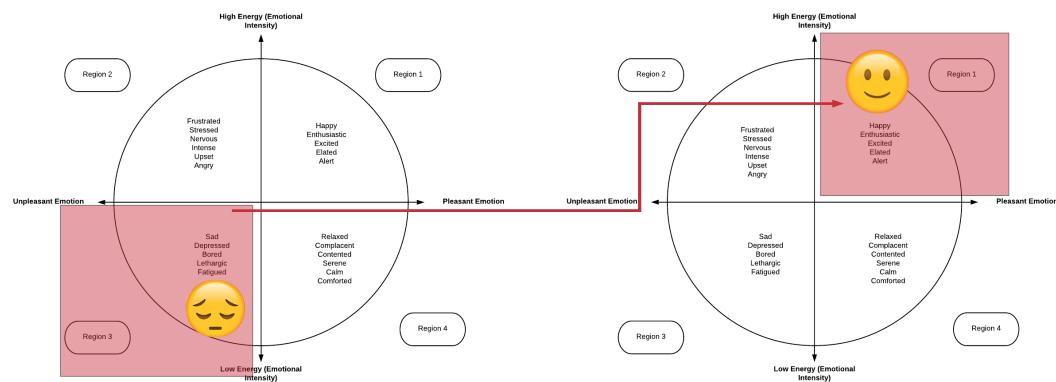
### A.2.3.2 What do you say now?

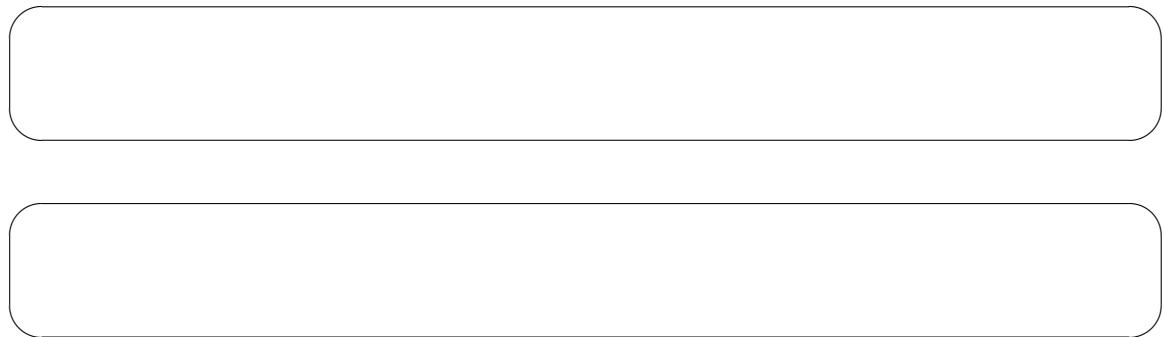
Currently (at the beginning of the conversation) Sarah is in a low energy, unpleasant emotional state (see region 3 in the image below) sad, depressed, and stressed. What would you say to shift her emotions to the following states? Please provide two responses for each of the four states.

*Transition to low energy, pleasant state*

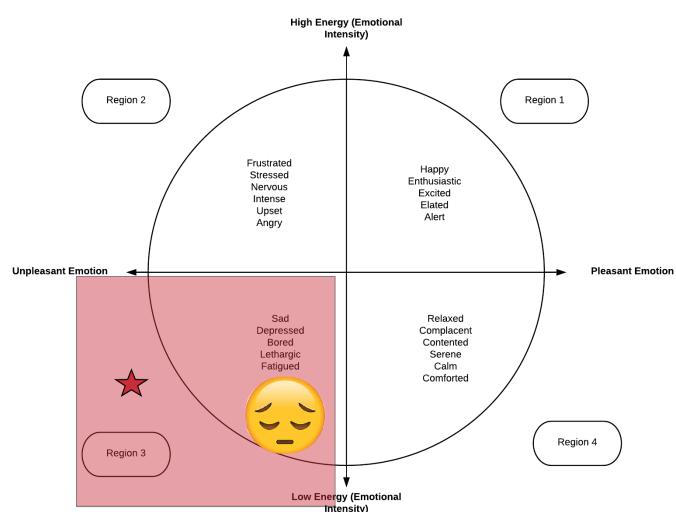


*Transition to high energy, pleasant state*

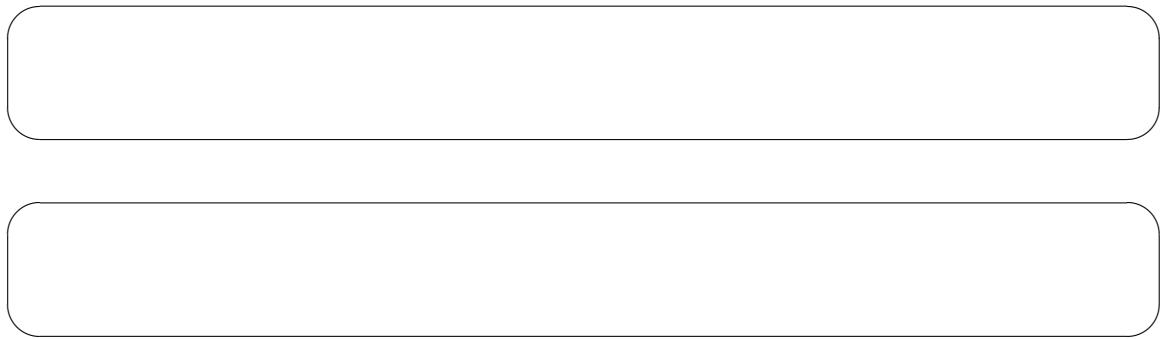
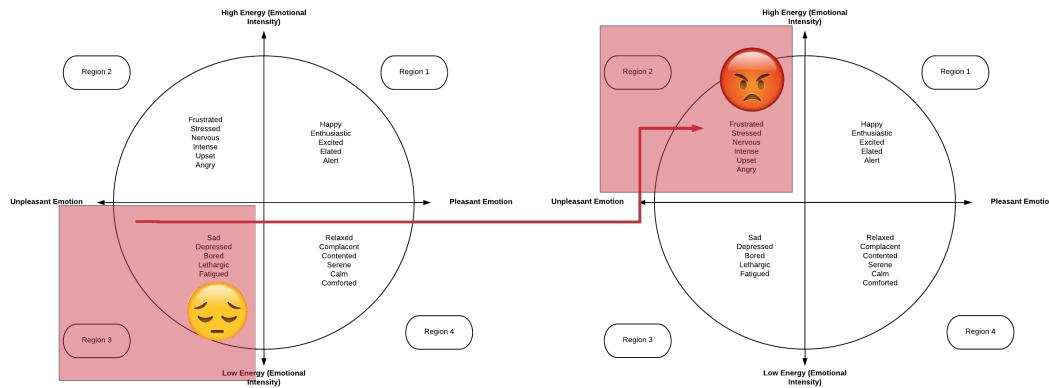




*Maintain low energy, unpleasant state*



*Transition to high energy, unpleasant state*



### A.2.4 Region 4

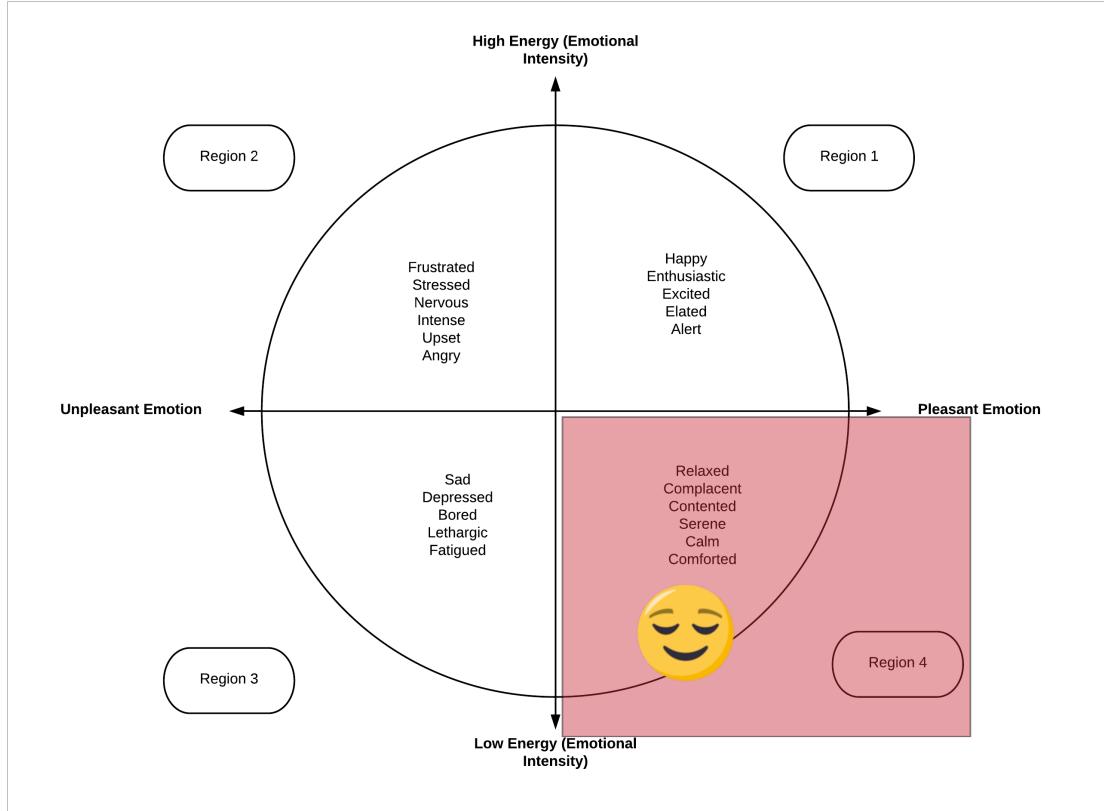


FIGURE A.5: States within region 4 represent emotions that are lower in intensity and are more highly pleasant (e.g., relaxed, complacent). The proceeding scenario(s) introduce characters whose emotional states begin in region 4.

#### A.2.4.1 Patience Scenario

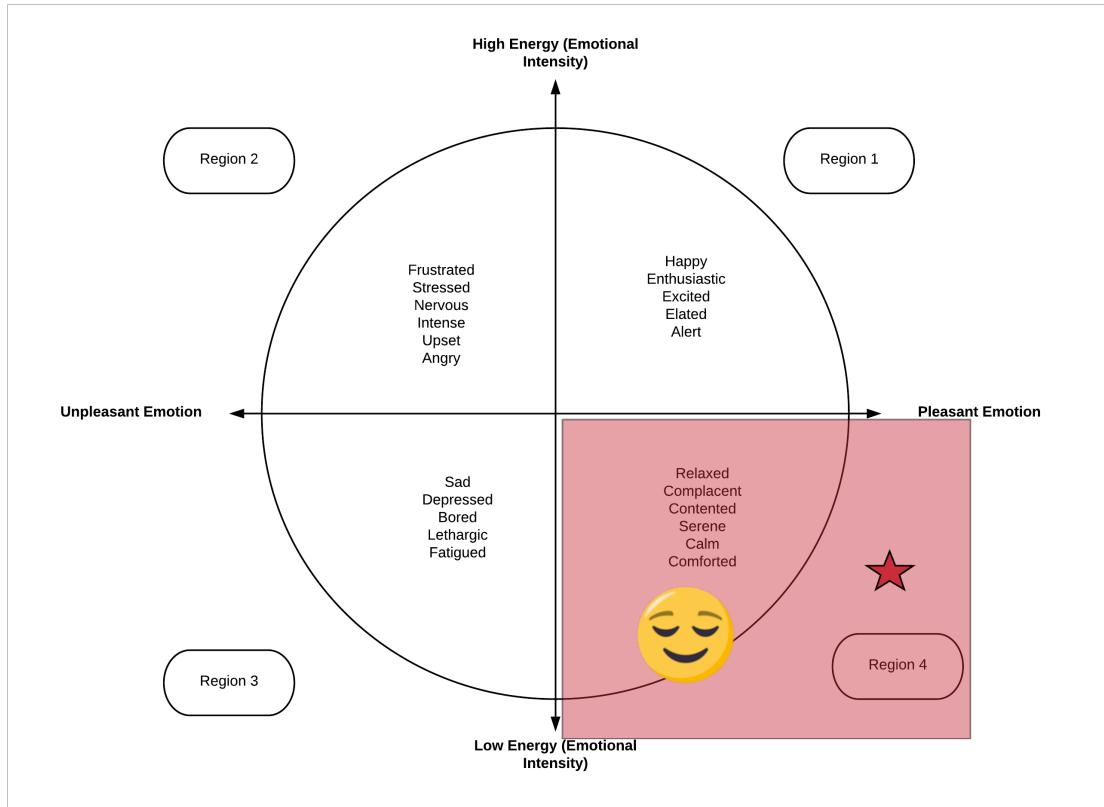
*"You are managing a team that is preparing a presentation for a major conference. The final meeting on the presentation is this morning at 9 a.m. There are four participants: Mia, Julio, and James. You arrive in the meeting room at 8:55 and James is there. Julio arrives at 9:02. You continue to wait for Mia to arrive so you can begin. No one has heard from her. You are getting irritated and feeling anxious. At 9:10, James and Julio are visibly angry and talking about how stressed they are. The team needs to get this done today. At 9:20, all of you are fidgeting and decide to begin. At 9:23, Mia arrives with upbeat, pleasant morning greetings and no apology or explanation." [82]*

#### A.2.4.2 What do you say now?

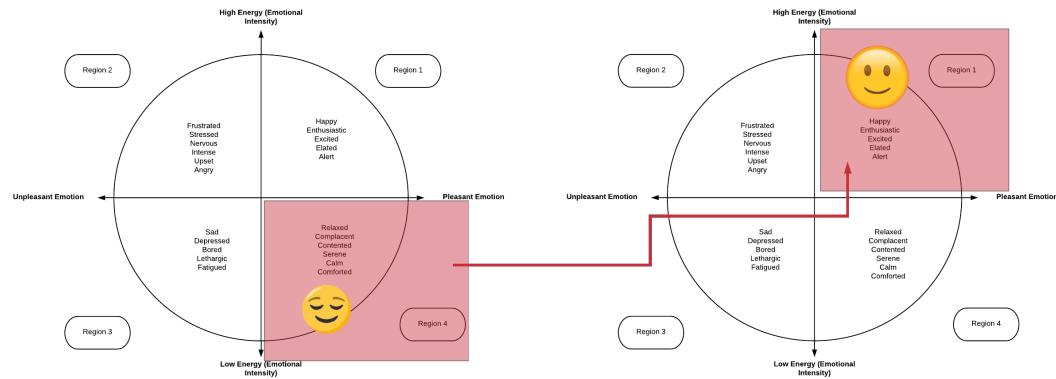
Currently (at the beginning of the conversation) Mia is in a low energy, pleasant emotional state (see region 3 in the image below) relaxed, complacent, content. What would

you say to shift her emotions to the following states? Please provide two responses for each of the four states.

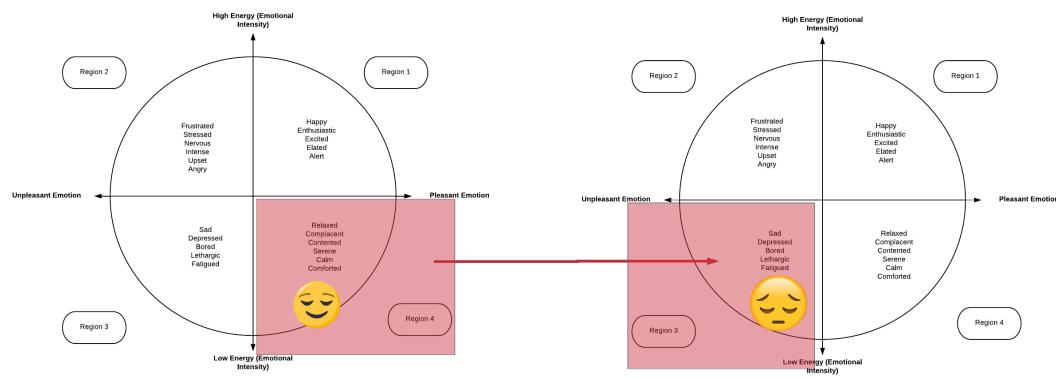
*Maintain low energy, pleasant state*



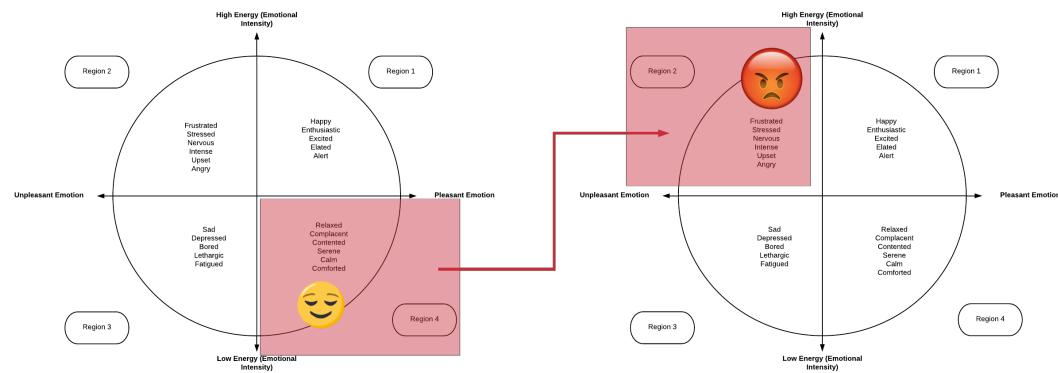
*Transition state to high energy, pleasant state*



*Transition to low energy, unpleasant state*



*Transition to high energy, unpleasant state*



## A.3 Army Scenarios

### A.3.1 Region 1

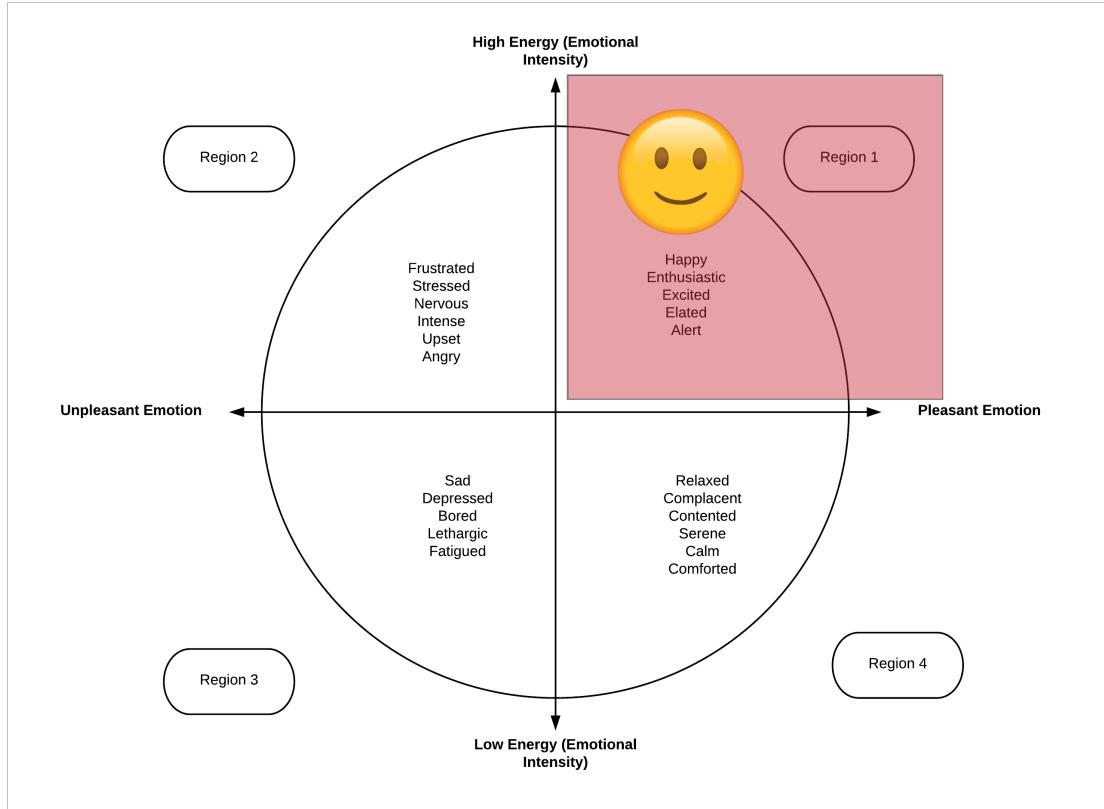


FIGURE A.6: States within region 1 represent emotions that are higher in intensity and more highly pleasant (e.g., happy, enthusiastic). The proceeding scenario(s) introduce characters whose emotional states begin in region 1.

#### A.3.1.1 ELDMIC Motor Pool

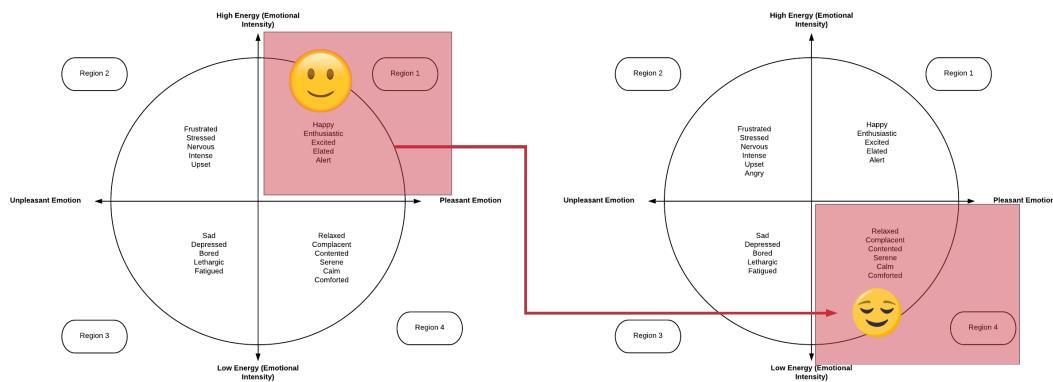
*"You have now been in a position as a Platoon Leader for the 1st platoon for one month. It is Monday afternoon and the entire company is scheduled to deploy for a field training exercise (FTX) on tomorrow morning. Currently 3 of the 4 vehicles are non-operational. The unit is experiencing systematic training issues, so most of the vehicle reports are incomplete and are missing vital information regarding the vehicles' status. SFC Smith has requested that you join her as she heads down to the motor pool to find the vehicle reports and inspect each vehicle. SFC Smith is asking the motor pool sergeant to explain why one of the vehicles is down. She informs you all that there is oil leaking from the underside of the vehicle and explains that the oil leak is outside of the acceptable tolerance range. SFC Smith turns to you full of excitement, 'Ok Lieutenant, looks like we're down*

*another vehicle unless you want to take it to the FTX anyway. You keep this up and we won't have to go the field at all woohoo!' " [? ] [83]*

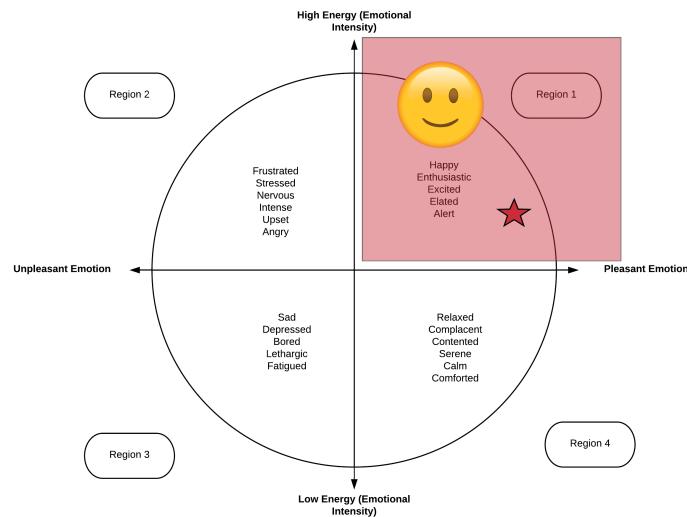
### A.3.1.2 What do you say now?

Currently, SFC Smith is in a high energy, pleasant emotional state (region 1), enthusiastic and elated. What would you say to shift her emotions to the following states? Please provide two responses for each of the four states.

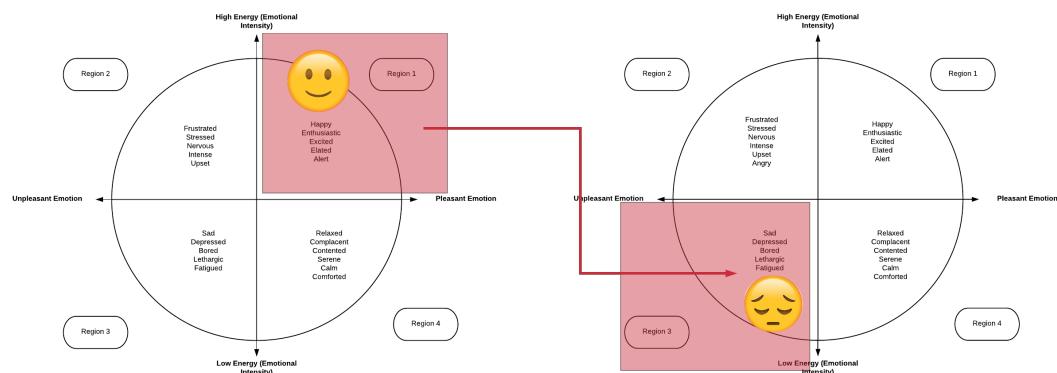
*Transition to low energy, pleasant state*



*Transition state to high energy, pleasant state*

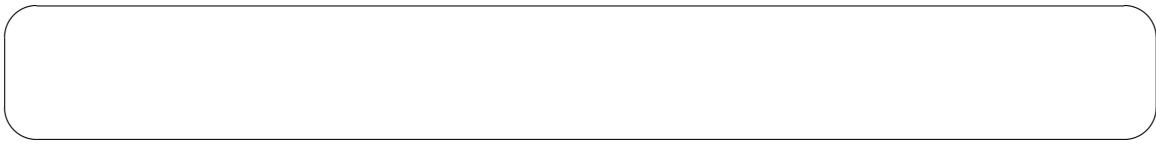
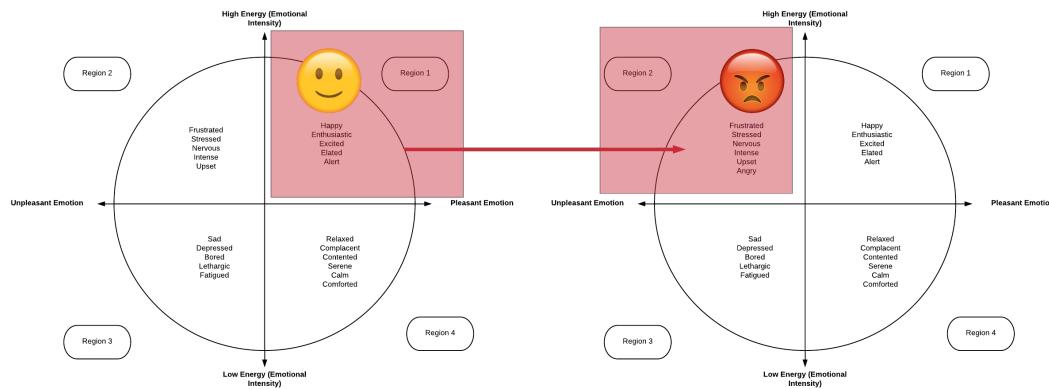


*Maintain low energy, unpleasant state*





*Transition to high energy, unpleasant state*



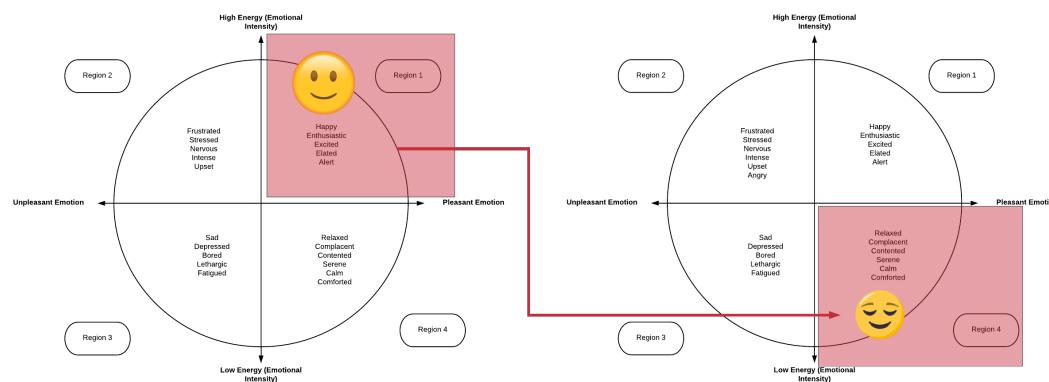
### A.3.1.3 Taking Charge: Meeting the Platoon Sergeant

*"You are 2LT, 3rd Platoon, "B" Company, 1st Bn, 66th Infantry. You are introducing yourself to SFC Johnson as the new platoon leader. You inform him that you've heard about the outstanding work he has done as Acting Platoon Leader and express your excitement about serving with him. He is clearly elated to hear the news of this positive review. SFC Johnson explains that the company is in good shape as far as personnel is concerned the first and second squads are full strength, but the third and fourth squad are each one man short. Through this conversation, it becomes apparent that the squad leaders, team leaders, and NCO's are hardworking company members who get the job done. SFC Johnson continues to further elaborate upon the company weaknesses, mentioning that the 2nd Squad leader, Sgt. Cramer is an avid drinker who has the tendency of harassing the other squad leaders every once in a while. He ensures you that while this has been an issue he periodically pulls Sgt. Cramer to the side to set him straight, when necessary."* [84]

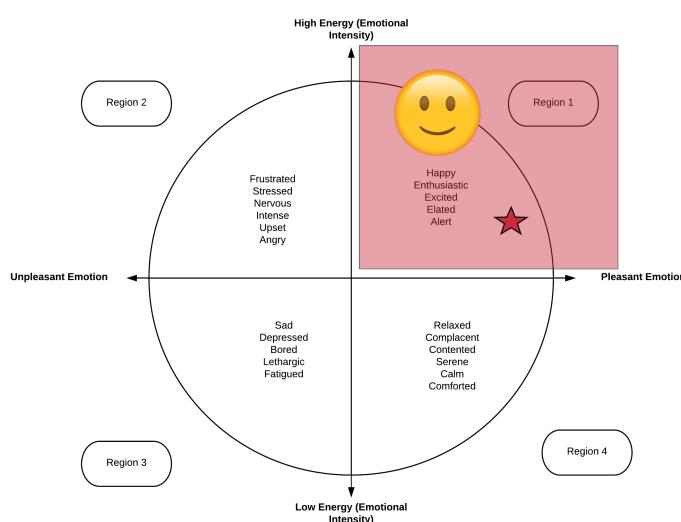
### A.3.1.4 What do you say now?

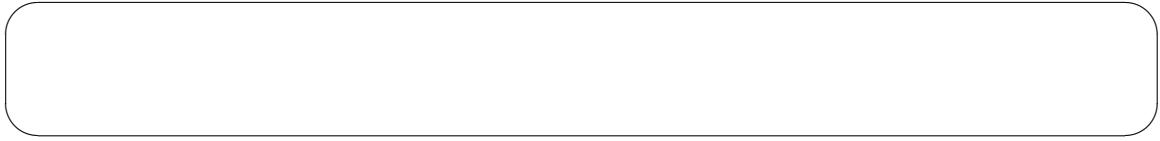
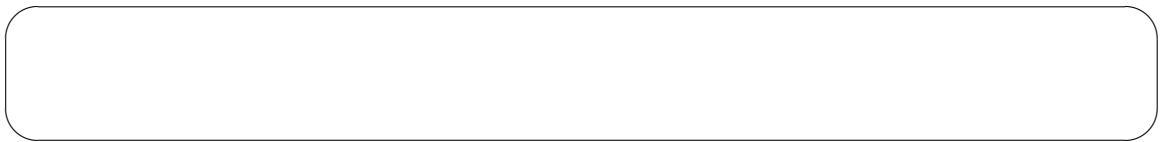
Currently, SFC Johnson is in a high energy, pleasant emotional state (region 1), cheerful and enthusiastic. What would you say to shift his emotions to the following states? Please provide two responses for each of the four states.

*Transition to low energy, pleasant state*

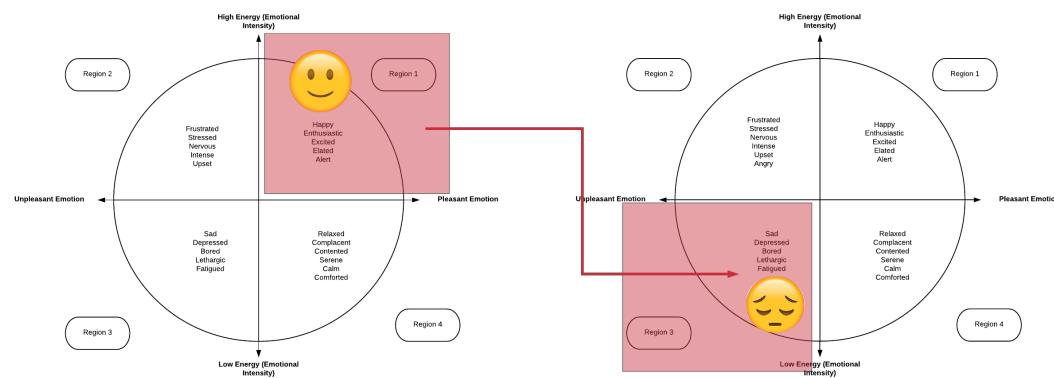


*Transition state to high energy, pleasant state*

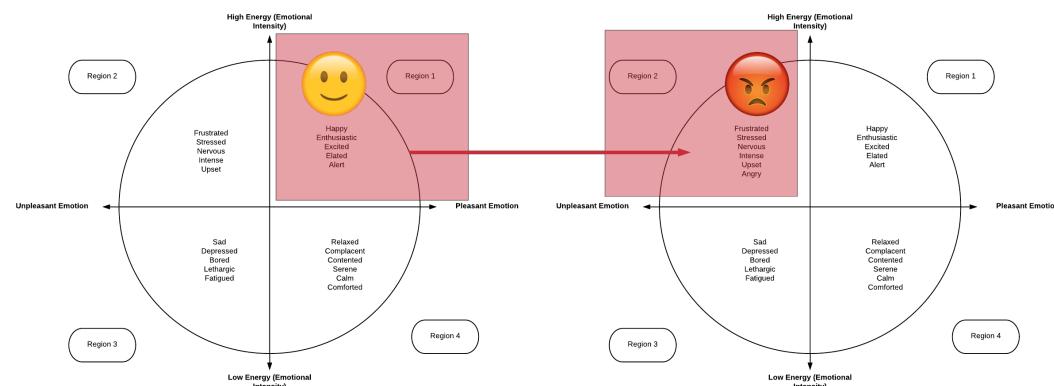


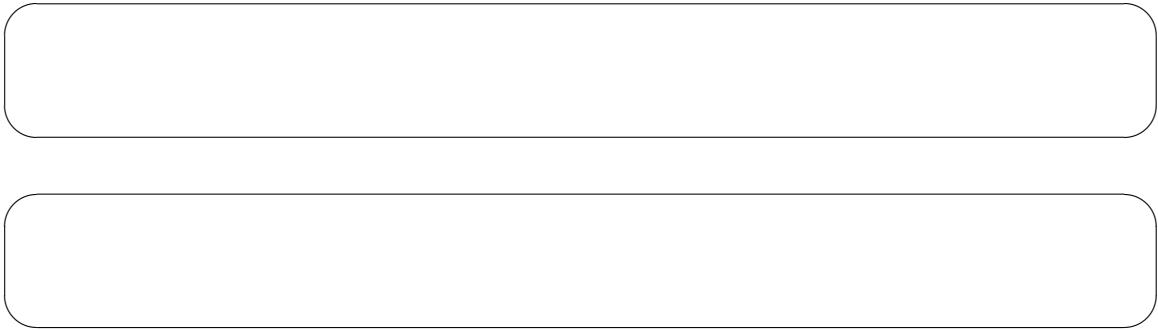


*Maintain low energy, unpleasant state*



*Transition to high energy, unpleasant state*





### A.3.2 Region 2

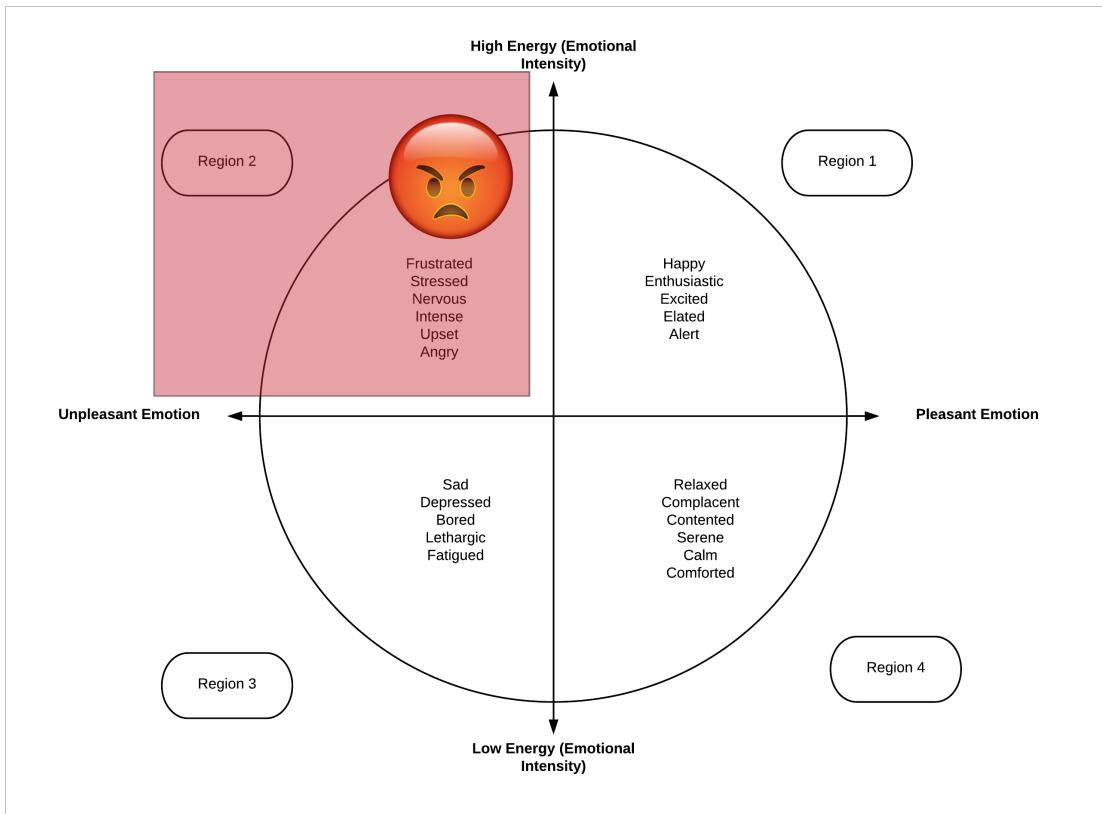


FIGURE A.7: States within region 2 represent emotions that are higher in intensity and less pleasant (e.g., frustrated, stressed). The proceeding scenario(s) introduce characters whose emotional states begin in region 2.

#### A.3.2.1 Verbal Abuse

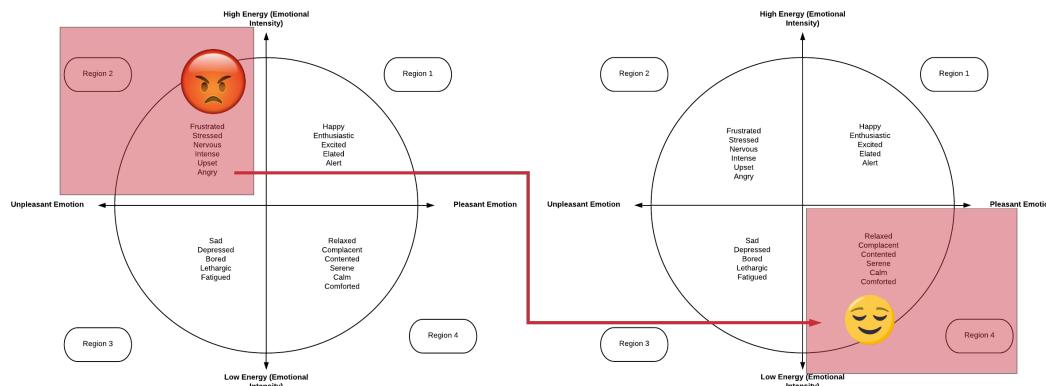
*"While walking down the sidewalk, you hear yelling and profanity coming from around the corner. You turn the corner and see SSG Burch (an E-6 Squad Leader) and his squad. SSG Burch is verbally abusing one of the soldiers in front of the entire squad. SSG: 'Give me that weapon, Jones (snatching the rifle from Jones), you dumb idiot! How many times do I have to tell you to clean this weapon? Did your parents ever have*

*any children that weren't retarded? ' Overhearing, you call SSG Burch over and ask him to walk with you to your office. While in your office, you express your concerns about his approach, informing him that verbal abuse is not the way to get the job done. He responds saying, 'Yes, Sir but it's hard when the troops are always screwing up - and I've been under a lot of stress lately. ' He reveals that he has been experiencing a high level of family-related stress due to a few disagreements that have occurred with his wife. He continues, saying, 'Last week, I went to Happy Hour and didn't get home ' till after ten o' clock. We had a hell of an argument and I wound up sleeping on the couch for three nights... ' He explains that the arguments with his wife are starting to become more frequent, ' . . . either it's about the kids, or the bills, or my mother-in-law, or the car. It's just always something! '" [84]*

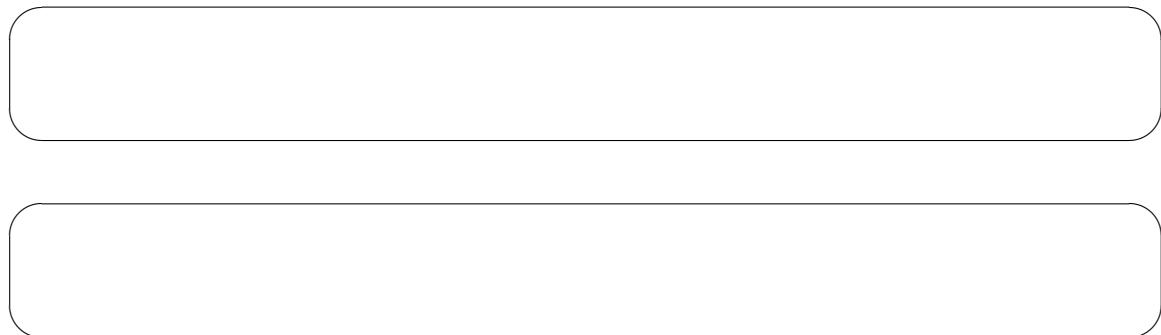
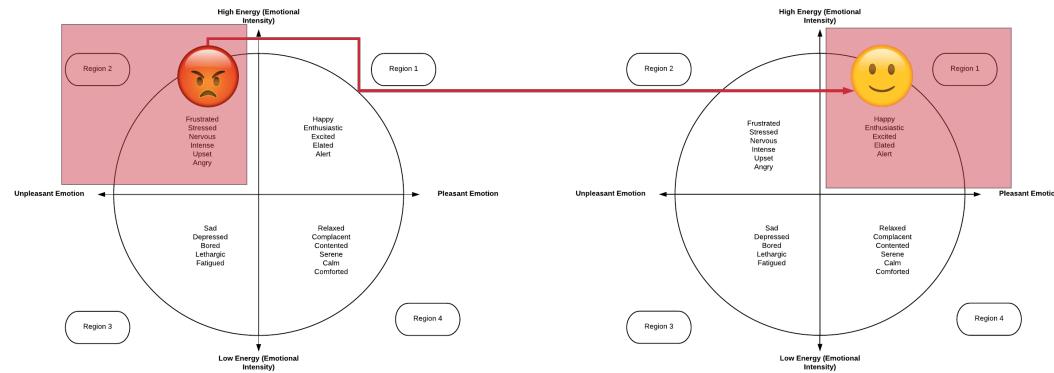
### A.3.2.2 What do you say now?

Currently, SSG Burch is in a high energy, unpleasant emotional state (see region 2), frustrated and angry. What would you say to shift his emotions to the following states? Please provide two responses for each of the four states.

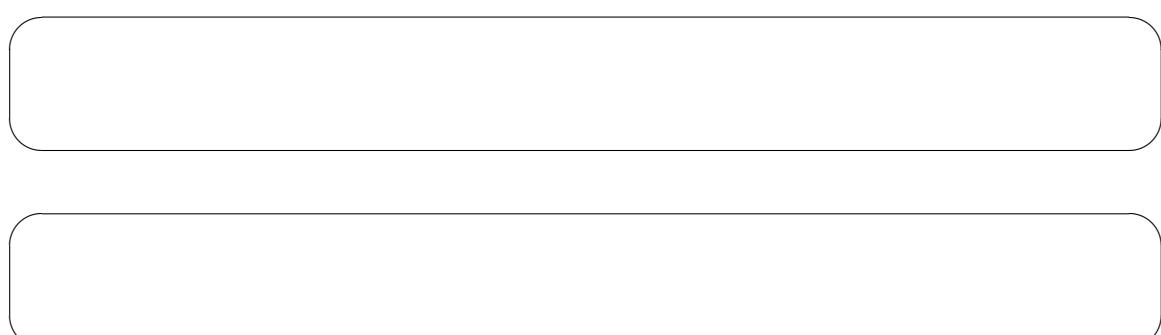
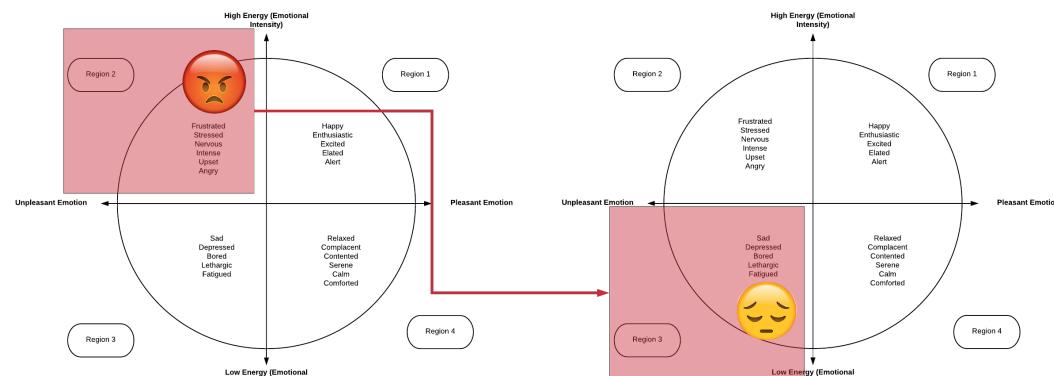
*Transition to high energy, pleasant state*



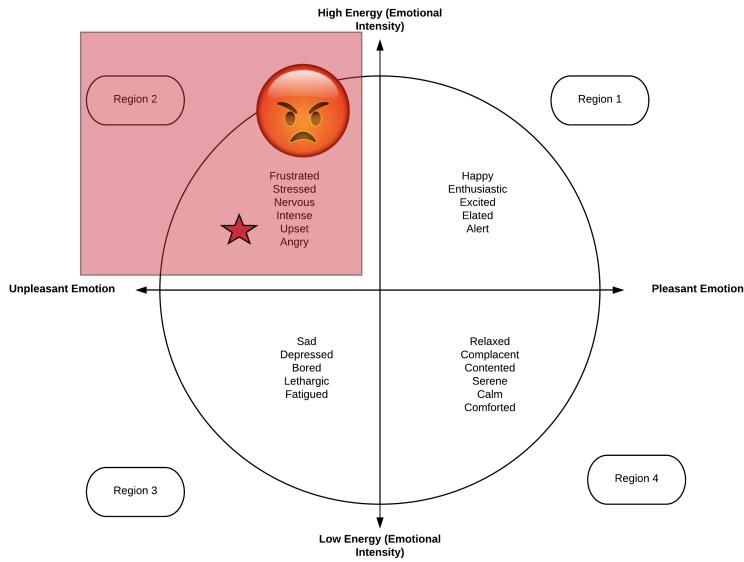
*Transition state to high energy, pleasant state*



*Transition to high energy, pleasant state*



Maintain high energy, unpleasant state



### A.3.2.3 Hand receipt: Altercation Interjection

"Today is your first day as the new platoon leader of the 1st platoon. You are currently signing off a hand receipt for the former platoon leader. In the distance, an altercation between PFC Banks and SSG Hammer is becoming increasingly louder:

SSG Hammer: 'Dang it, Banks! Maybe you wouldn't be such a screw-up if you knew how to handle your finances! You earn a paycheck just like the rest of us. Why can't you figure out how to pay your own bills instead of always looking for a handout?'

*PFC banks: (silently wringing his fists) SSG Hammer: 'What's the matter Banks? You look like you would like to deck me right now. You want to give it a shot?'*

*PFC banks: 'No Staff Sergeant!'*

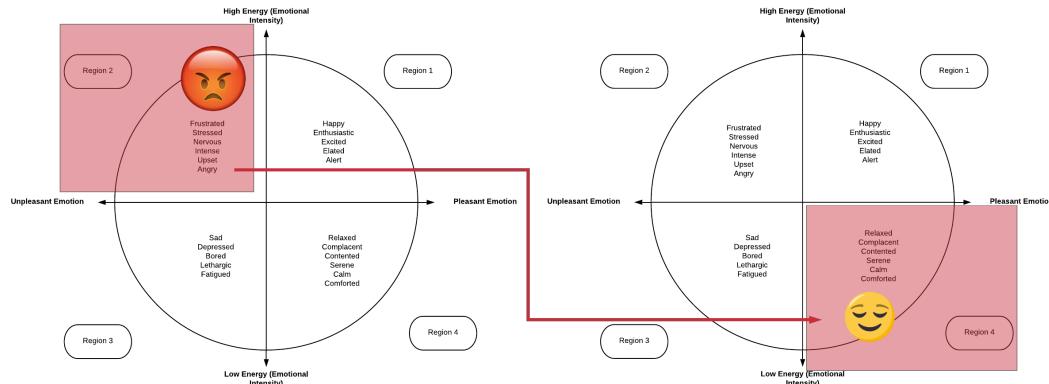
*SSG Hammer: 'Come on Banks, I order you take a swing at me. Let's see what you got.'*

*You approach SSG Hammer to check on the status of the altercation." [? ] [83]*

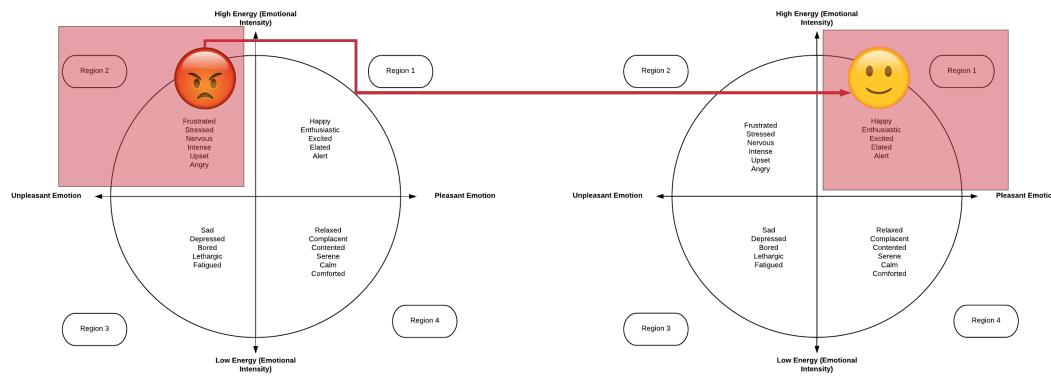
#### A.3.2.4 What do you say now?

Currently, SSG Hammer is in a high energy, unpleasant emotional state (region 2): angry and intense. What would you say to shift his emotions to the following states? Please provide two responses for each of the four states.

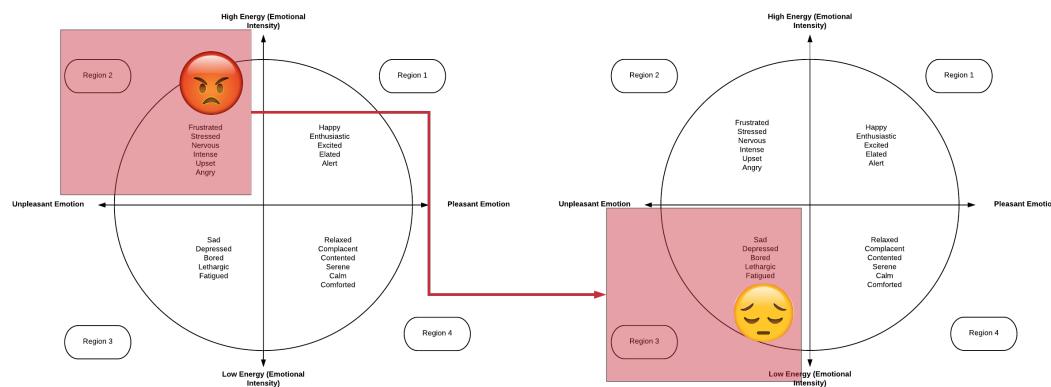
*Transition to high energy, pleasant state*



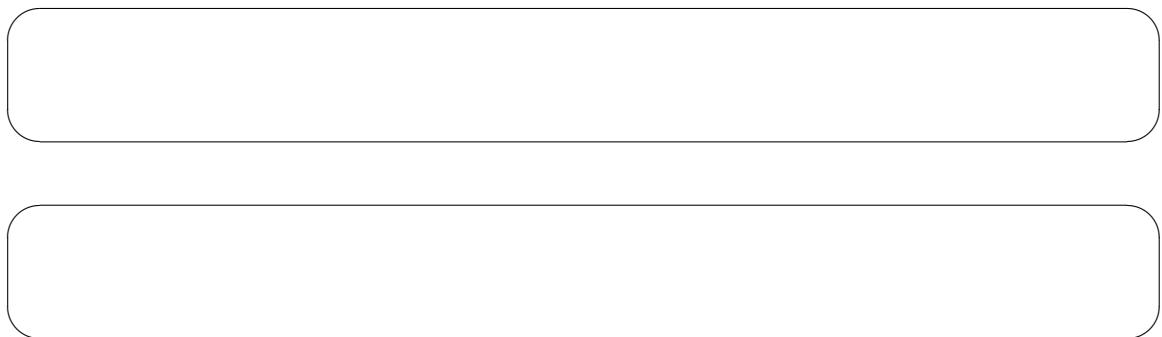
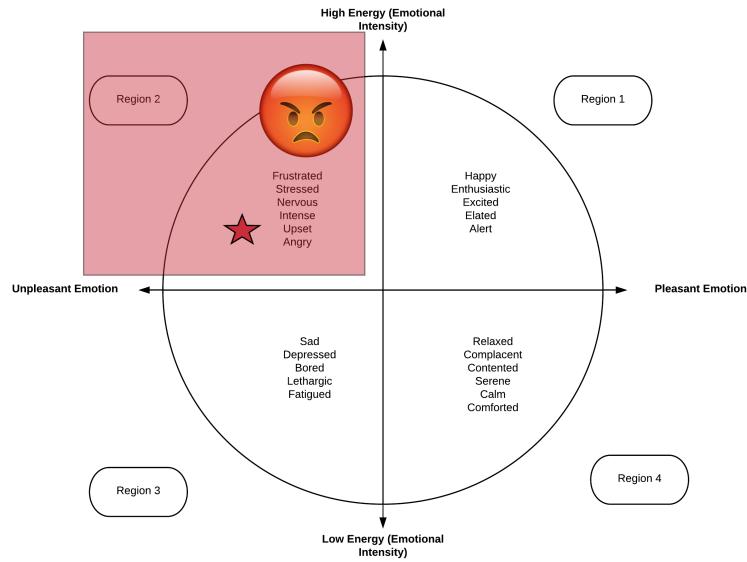
*Transition state to high energy, pleasant state*



*Transition to high energy, pleasant state*



Maintain high energy, unpleasant state



### A.3.3 Region 3

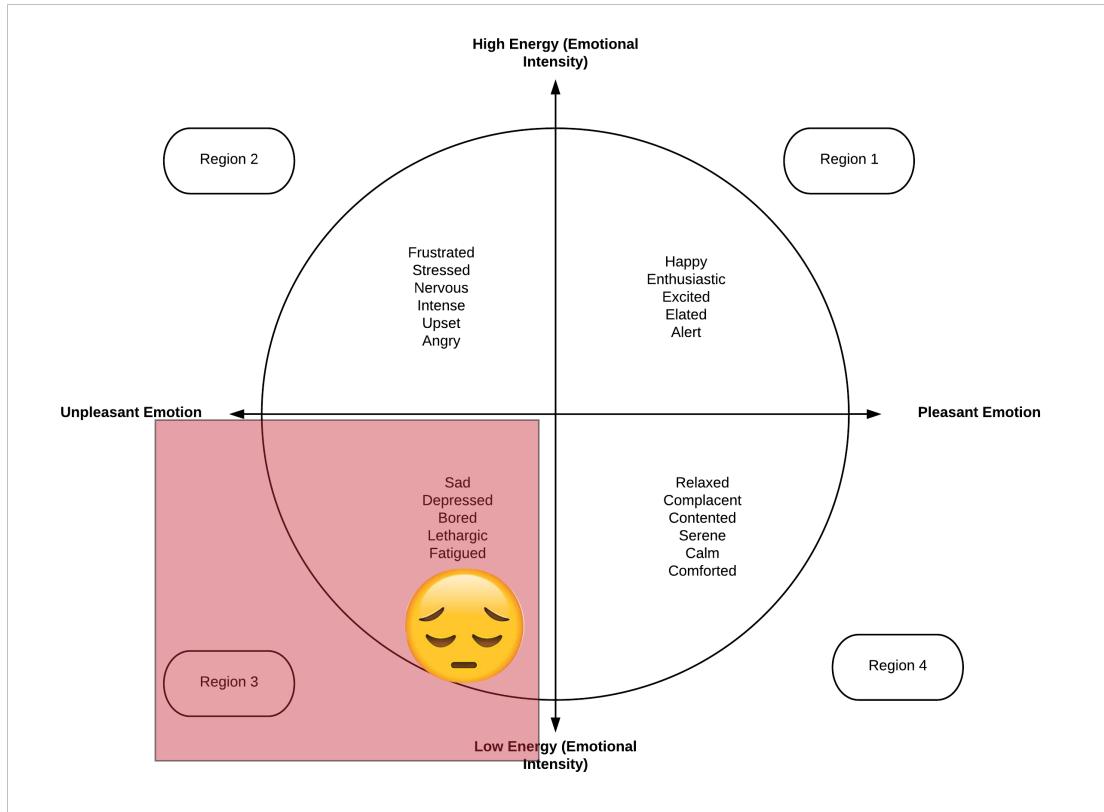


FIGURE A.8: States within region 3 represent emotions that are lower in intensity and less pleasant (e.g., sad, depressed). The proceeding scenario(s) introduce characters whose emotional states begin in region 3.

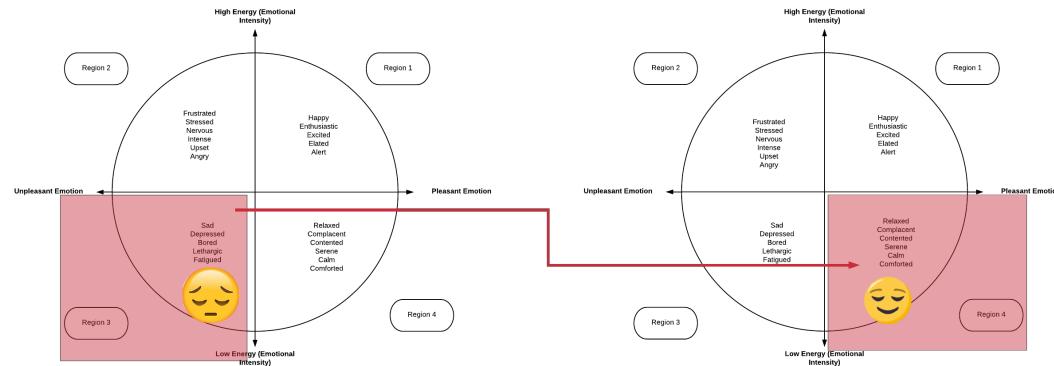
#### A.3.3.1 Emergency Crisis: Suicide Threat

"You are 2LT Houser. You have been a Platoon Leader in B Company for 5 weeks. Today you are counseling PFC Lewis, who is has been among the best men in your outfit. However, in the past few weeks, he has noticeably demonstrated abrupt changes in behaviors. Recognizing that these changes could be indicative of more serious issues, you began to inquire about recent events asking, 'PFC Lewis, I understand that over the last couple of weeks your performance has changed. SGT Franklin tells me you've been late to morning formation three times in the last two weeks. What's been going wrong?' Despondently, he responds revealing that in the past few weeks the recent divorce of his parents and the split from his fiancé of 2 years has begun to take a toll on him. He continues saying, 'Sir, these last few weeks have been terrible. Sometimes I really get down. A few times I have even thought of ending it all for good... One of these times I'm afraid I might really... do it. '" [84]

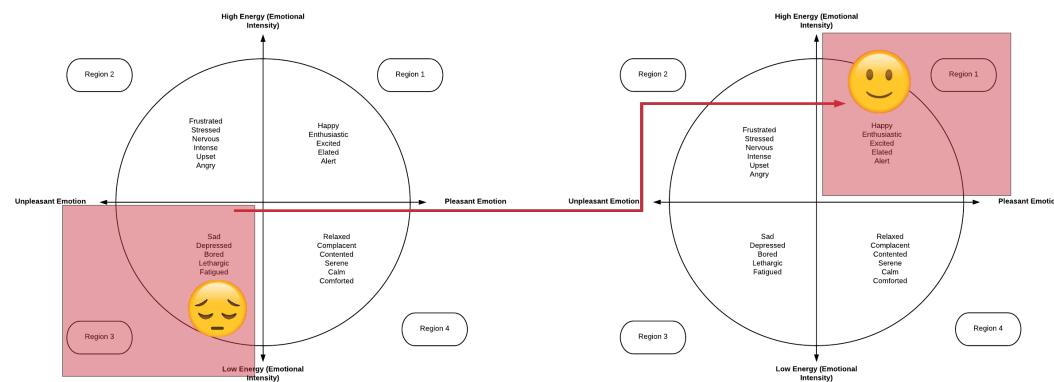
### A.3.3.2 What do you say now?

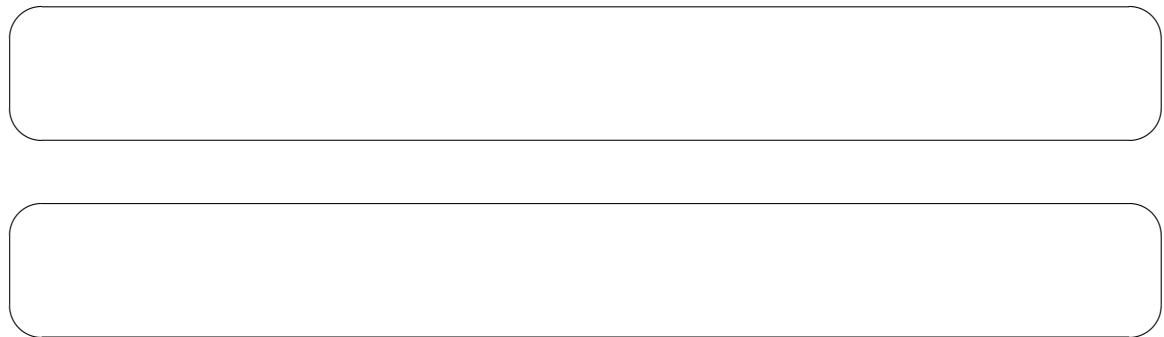
Currently (at the beginning of the conversation) PFC Lewis is in a low energy, unpleasant emotional state (see region 3 in the image below) sad, depressed, and stressed. What would you say to shift his emotions to the following states? Please provide two responses for each of the four states.

*Transition to low energy, pleasant state*

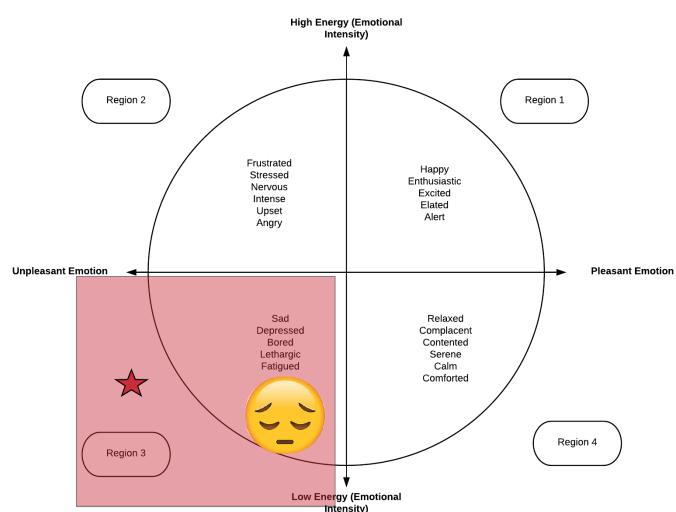


*Transition to high energy, pleasant state*

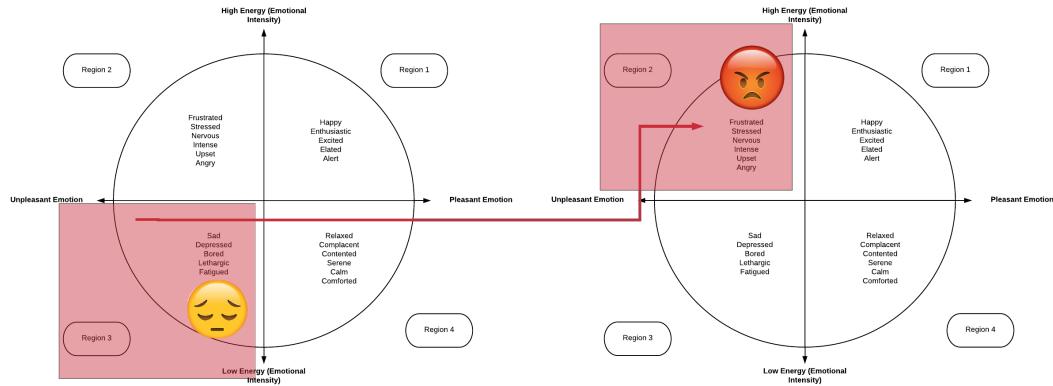




*Maintain low energy, unpleasant state*



*Transition to high energy, unpleasant state*



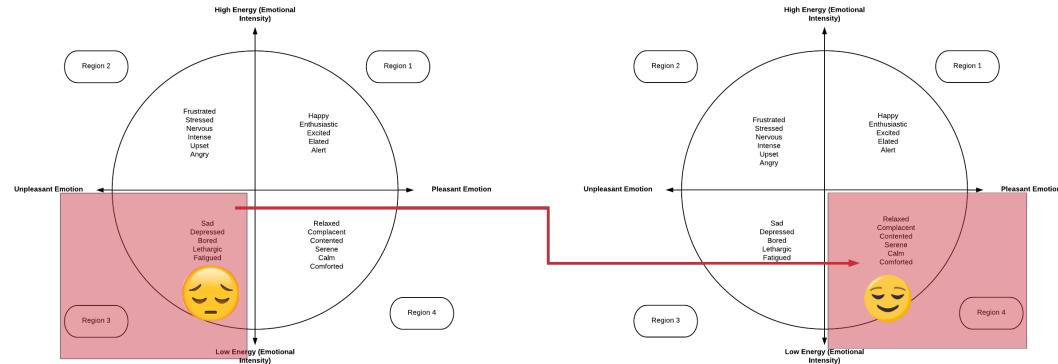
### A.3.3.3 Emergency Crisis: Emergency Leave

"You have been assigned as 3rd Platoon Leader in A Company for the past 7 months as 2LT. You are presently on duty as the Battalion Staff Duty Officer for the 1/7th Infantry. It is 0200 hours. PFC Williams reports to your office and asks to speak with you. Once seated, he proceeds to explain that he just received a shocking call from his mother revealing that his father is had a heart attack and is in the hospital. PFC Williams his requesting to go home right away." [84]

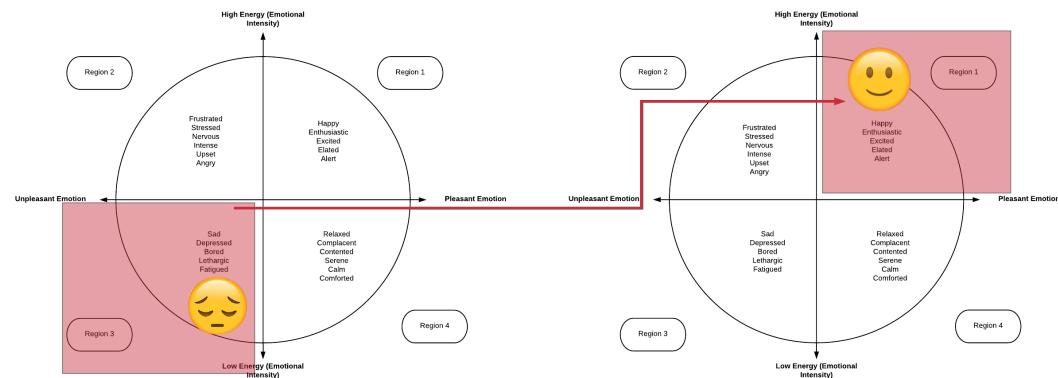
### A.3.3.4 What do you say now?

Currently (at the beginning of the conversation) PFC Williams is in a low energy, unpleasant emotional state (see region 3 in the image below) sad, depressed, and stressed. What would you say to shift his emotions to the following states? Please provide two responses for each of the four states.

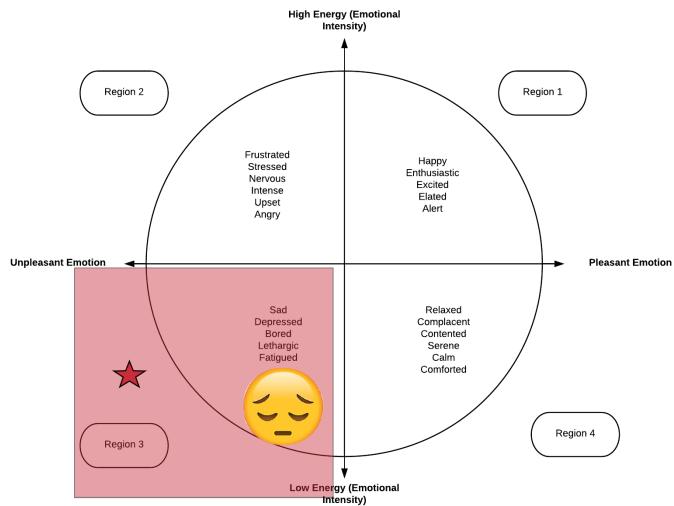
*Transition to low energy, pleasant state*



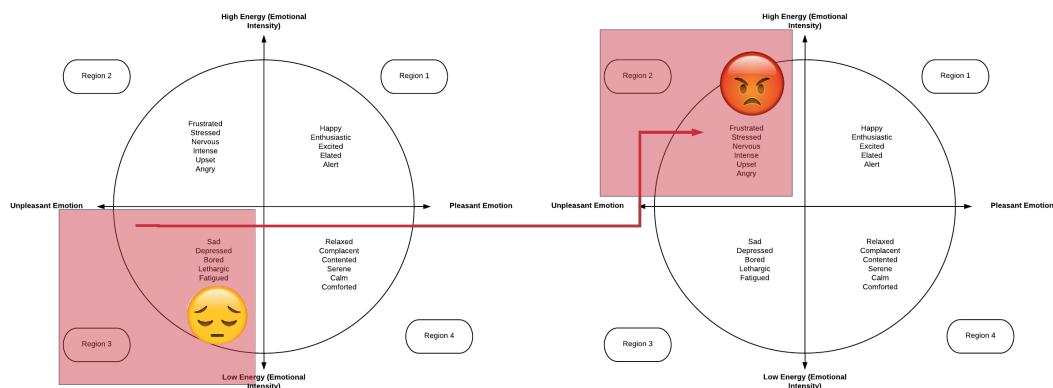
*Transition to high energy, pleasant state*



Maintain low energy, unpleasant state



Transition to high energy, unpleasant state





### A.3.4 Region 4

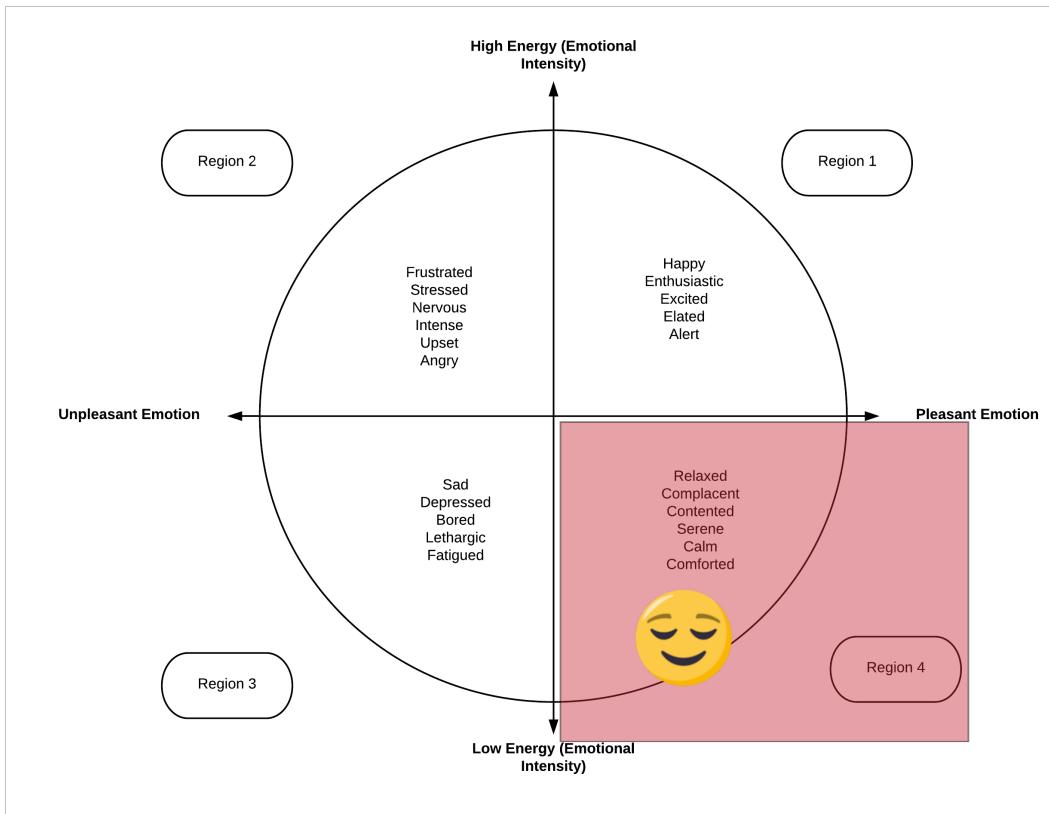


FIGURE A.9: States within region 4 represent emotions that are lower in intensity and are more highly pleasant (e.g., relaxed, complacent). The proceeding scenario(s) introduce characters whose emotional states begin in region 4. Please provide two responses for each of the four states.

#### A.3.4.1 Insubordination: Haircut Scenario

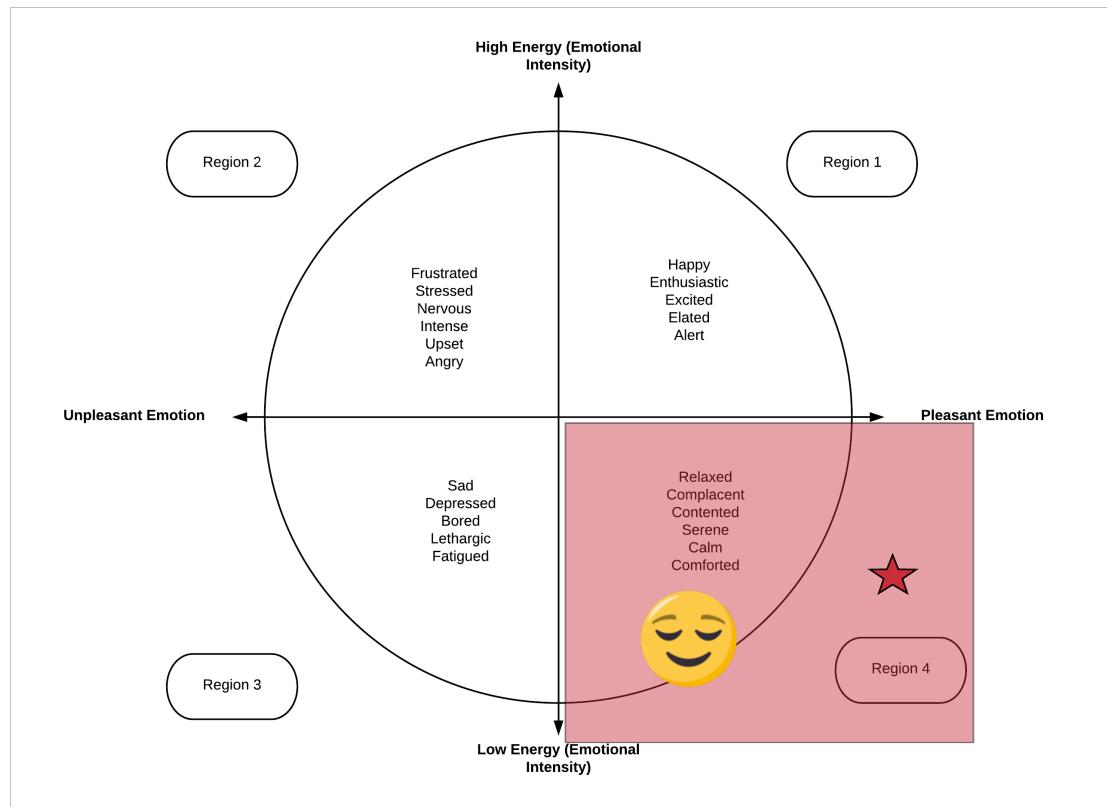
*"Today you are having a counseling session with SFC McCluskey, who has been reported for repeated insubordination. He is refusing to get a haircut to military standards. This morning he reported to your office with a sloppy salutation (slouching posture, does not say 'sir'). You ask him to go back outside and re-enter again, showing appropriate military bearing and respect. With a cocky disposition, he repeats the original entrance style and proceeds to sit down. You continue saying, 'SGT Kelvin has reported to me that you disobeyed an order and you were disrespectful to him. What do you have to say for yourself?' He responds saying that he did not feel like getting a haircut. After hearing*

him admit to the infractions you inform he will have to go through a Courts Martial process. He responds indignantly saying, 'Big deal. I've been there before, and nothing I've said can be used against me in court. You didn't bother to ask whether I'm aware of my rights. Boy, are you a green. '" [84]

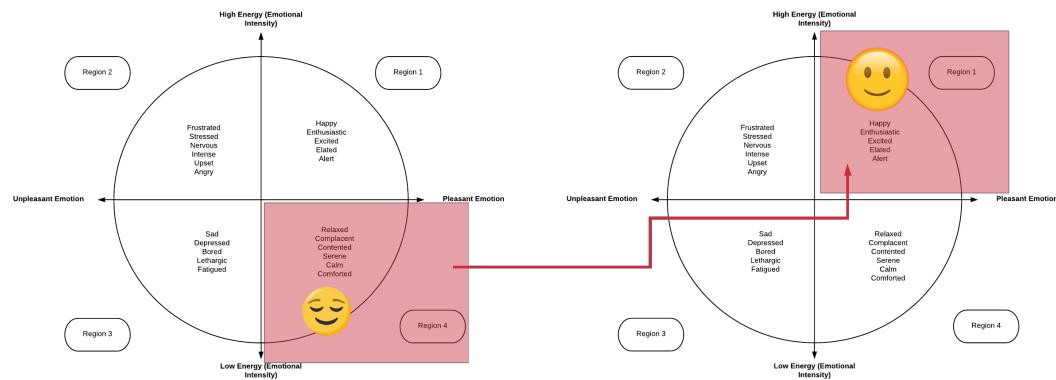
#### A.3.4.2 What do you say now?

Currently (at the beginning of the conversation) PVT McCluskey is in a low energy, pleasant emotional state (see region 4 in the image below), complacent. What would you say to shift his emotions to the following states? Please provide two responses for each of the four states.

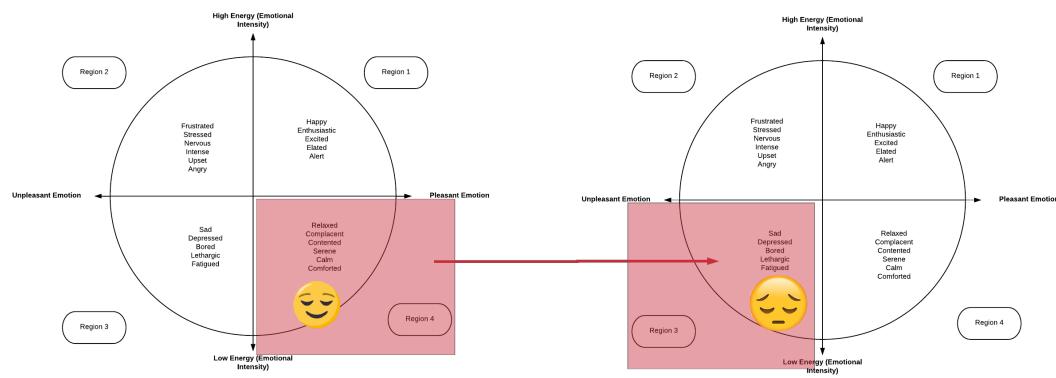
*Maintain low energy, pleasant state*



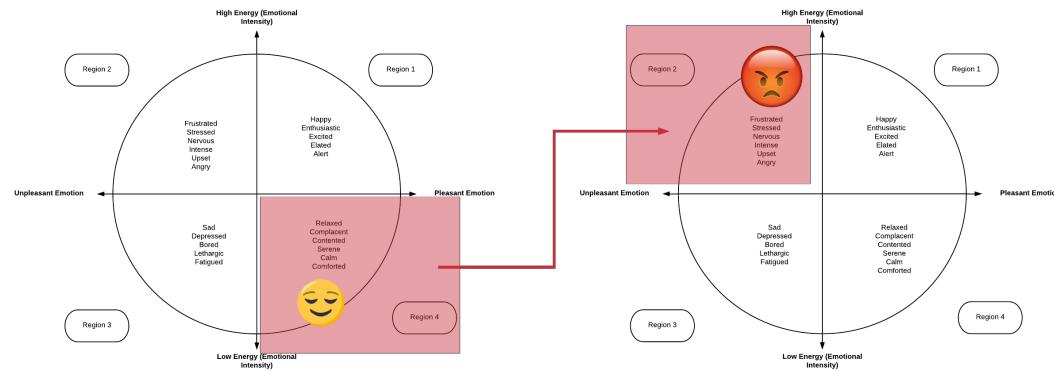
### Transition state to high energy, pleasant state



### Transition to low energy, unpleasant state



*Transition to high energy, unpleasant state*



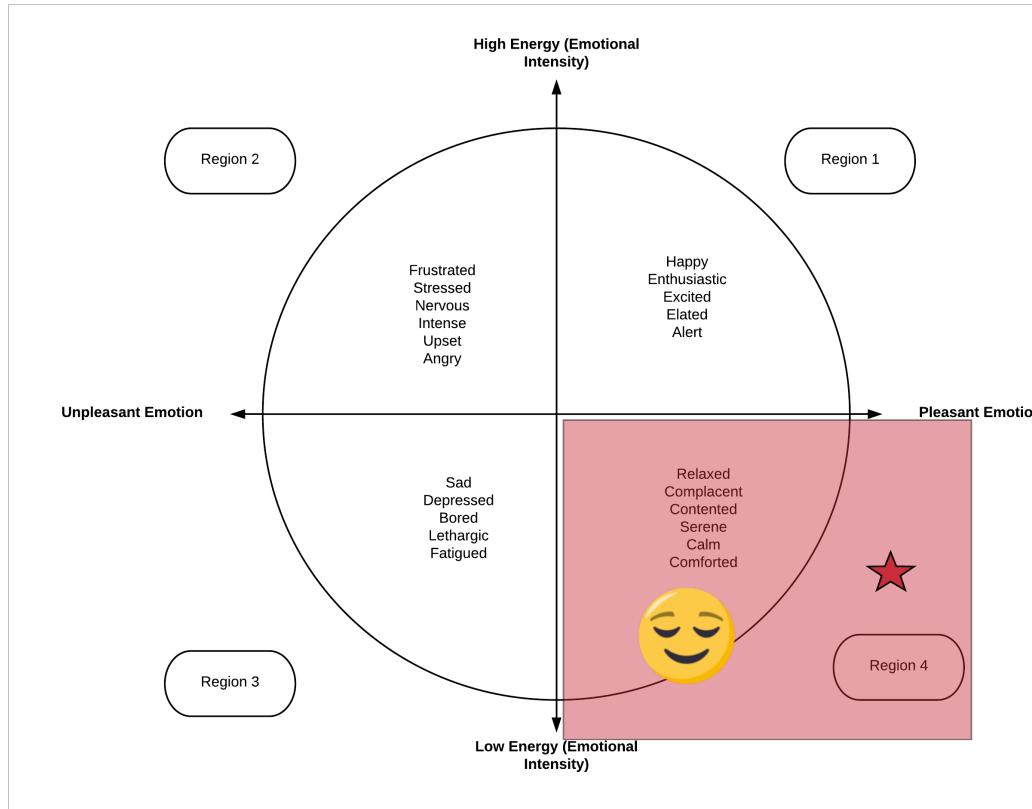
#### A.3.4.3 Performance Counseling

"You have been the Mortar Plt. Ldr. in A Company for the past two months. During this time you have had numerous discussions with SFC Smothers, your Plt Sgt and have determined that your sections leaders are highly motivated and proficient at their jobs. However, you have observed that SSG Roger's the first Section leader has erratic performance. Two weeks ago SSG Roger's squad was detailed to perform police call at 0700 hours around the post HQ. He did not get his men there until 0830. During a counseling session with SFC Smothers, SSG Rogers said he failed to arrange for transportation in advance. Yesterday afternoon, one of his vehicles failed a roadside spot inspection. You are scheduled to meet SGT Rogers at 0800 this morning, in order to discuss the recent events. He is running late and does not report to the counseling session until 0815. Just outside of your office you hear him making small talk with an NCO, saying that he had turkey sausages and salsa scrambled eggs, his favorite meal for breakfast, as he slowly makes his way to your door. He walks in and greets you calmly saying 'Sir, Staff Sergeant Rogers reports.' You usher him to come in." [84]

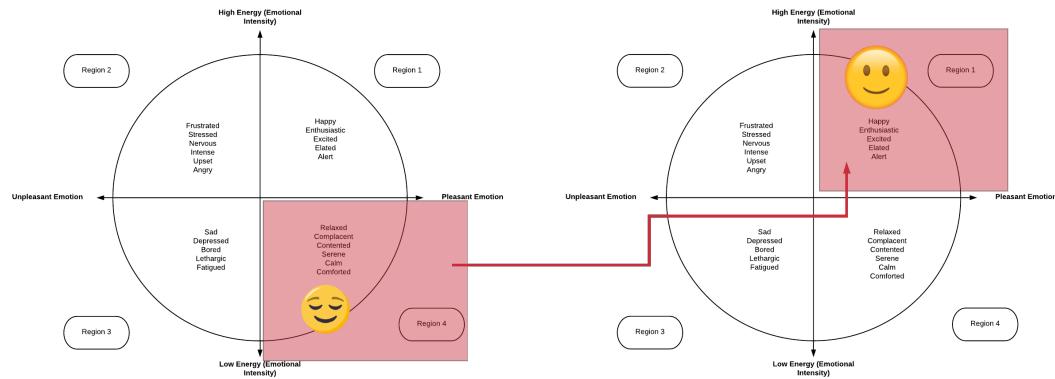
#### A.3.4.4 What do you say now?

Currently (at the beginning of the conversation) Mia is in a low energy, pleasant emotional state (see region 3 in the image below) relaxed, complacent, content. What would you say to shift her emotions to the following states? Please provide two responses for each of the four states.

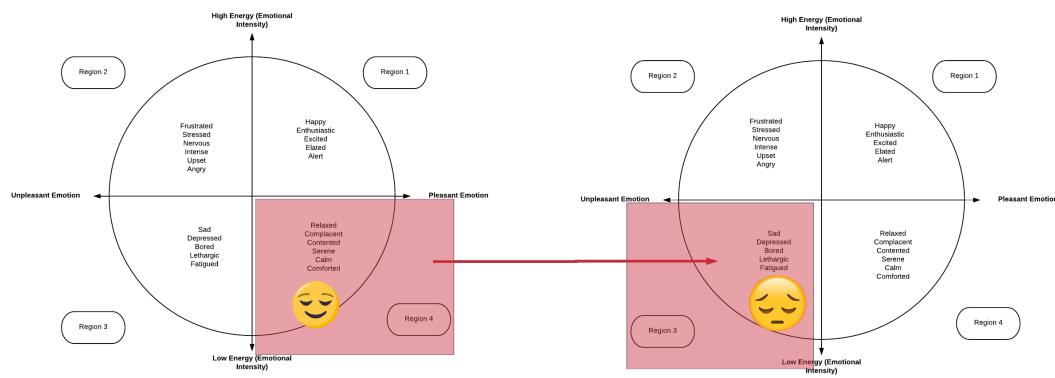
*Maintain low energy, pleasant state*



*Transition state to high energy, pleasant state*



*Transition to low energy, unpleasant state*



*Transition to high energy, unpleasant state*

