3485 Conflict Is Not the Problem

People Fieldbook · https://kb.jeffreysummers.com/docs/3485-conflict-is-not-the-problem-2/

The Demand

This week, you build the environment where conflict surfaces instead of going underground. If you pretend conflict doesn't exist in your building, you don't have less of it — you have more, and it will compound until it breaks something on a Saturday night when you can least afford it.

The Work

1. Identify one piece of unaddressed friction currently circulating in your building — something you've heard about secondhand but haven't addressed directly.
2. This week, address it directly with the people involved instead of hoping it resolves on its own.
3. Tell your leads explicitly this week: surfacing a problem early is not a complaint, it is the standard. Reinforce this the next time someone brings you something uncomfortable.
4. Set up one recurring check this week — a shift-end huddle, a quick one-on-one — specifically to ask what's not being said out loud yet.

By the end of this week, you have surfaced and addressed one piece of underground conflict before it became a crisis, and you've told your cast directly that surfacing problems early is the standard you want.