3500 The Interpersonal Conflict

People Book · https://kb.jeffreysummers.com/docs/3500-the-interpersonal-conflict/

Operator's Playbook | People arc — Conflict Audit cluster

Status: DRAFT

High-pressure environments produce conflict that has nothing to do with the operation and everything to do with human beings under stress.

Two cast members who have worked together for six months without incident will find something to disagree about on a night when everything is running late, the kitchen is backed up, and the dining room is in the weeds. That is not a character failure. That is what happens when people are running hard and the pressure has nowhere else to go.

The operator who responds to interpersonal conflict with surprise has not been paying attention. The operator who responds with discipline before diagnosis has made the same mistake twice.

Emotional regulation is a leadership standard before it is a cast standard. If the operator loses composure under pressure, the cast has a model — and it is not the one you intended to build. The cast member who watches the operator escalate during a difficult night has learned something about what is acceptable in this building. They will apply that lesson.

The distinction that matters most in interpersonal conflict: the cast member who creates conflict as a pattern vs. the one who has a bad shift. These require different responses. The pattern requires a direct conversation about whether this person belongs in the role and in the building. The bad shift requires recovery — acknowledgment, reset, and a return to the standard.

The operator who treats every interpersonal conflict as a pattern produces a cast that is afraid to have a bad day. The operator who treats every pattern as an isolated incident produces a culture where the standard is whatever the most difficult person will tolerate.

Know the difference. Make the call.