3515 The Conflict Audit People

People Book · https://kb.jeffreysummers.com/docs/3515-the-conflict-audit-people/

Operator's Playbook | People arc — Conflict Audit cluster

Status: DRAFT

Four questions. Run them before the next conflict arrives — not after.

Does your cast believe they can speak up without consequence?

Not whether you have told them they can. Whether they believe it. The only way to know the answer to this question is to look at whether they actually do — and if they do not, to ask yourself honestly what you have done that made silence the safer choice.

Do you address conflict when it is a signal, or wait until it is a crisis?

The interpersonal friction that surfaces in week two does not have to become the turnover event in week twelve. The economic resentment that shows up as a comment in a team meeting does not have to become a kitchen culture problem. The values misalignment that a cast member raises as a question does not have to become the cynicism that hollows out the culture. Conflict addressed early is a problem. Conflict addressed late is a cost.

Is there alignment between what you say you value and how you actually behave?

Not in general. Specifically. In the last thirty days: what decision did you make that cost you something and aligned with your stated values? What decision did you make that was convenient but misaligned? The cast is keeping score even when you are not.

When conflict involves a Guest, whose side are you on?

Your answer to this question, demonstrated consistently over time, is the single largest determinant of whether your cast feels protected or expendable. The cast that feels protected delivers hospitality. The cast that feels expendable delivers compliance. You decide which one you get.

[By Design Or By Default]. The conflict culture in your building runs one way or the other. The only question is which one is running — and whether you made that choice deliberately or let it happen

to you.