3520 The Conflict That Keeps Recurring

People Book · https://kb.jeffreysummers.com/docs/3520-the-conflict-that-keeps-recurring/

The same argument between the same two people. The same dynamic between the front and back of house. The same friction between the operator and the kitchen manager at the end of every month. The same cast member who seems to find conflict wherever they go.

These are not personality problems. They are unresolved interest problems wearing personality costumes.

The front-of-house and back-of-house conflict that recurs every Friday service is not about ticket times. It is about two groups of people who feel unseen by each other — the front arguing that the kitchen doesn't understand Guest experience, the kitchen arguing that the floor doesn't understand execution pressure. Both positions are correct about what they argue. Neither has addressed what the other actually needs: to be understood by the people who depend on them.

The cast member who finds conflict wherever they go is not difficult. They are protecting an interest — belonging, recognition, competence, safety — that has never been addressed directly. Every new conflict is a new position. The same interest is underneath all of them.

The People discipline of [Positions vs. Interests]: in every conflict resolution conversation, run the interest read before the position response. Three questions:

What is this person actually protecting? Not what are they arguing — what do they need that this position is trying to secure?

What do I need that my position is trying to secure? The operator's own interest is as relevant as the other person's.

Where do those interests overlap? The overlap is where resolution lives — not in whose position wins but in whose interests can be served simultaneously.

The conflict that gets resolved at the interest level does not recur. The conflict resolved at the position level will.