

## SPEED LEAS' LEVELS OF CONFLICT

Level	Symptoms	Strategy
<b>Level 1</b> <b>Problem to Solve</b>	<p><b>Objective of those involved:</b> Fix the problem; use rational methods to determine what is wrong</p> <p><b>Tone/behaviors:</b> Optimistic, collaborative, problem focused not person focused, rational; language is clear, specific, here and now, adult; real differences over goals, values, needs, plans, information; people understand each other and disagree.</p>	<p><b>1. Facilitate decision making by collaborative problem solving,</b> or if not possible, by <b>negotiation</b>, or if not possible, by <b>formal authority action</b> (by voting or leader decision).</p> <p><b>2. Methods:</b> Establish meeting norms, use a facilitator and a disciplined process, brainstorm and prioritize, use communication skills, etc.</p>
<b>Level 2</b> <b>Disagreement</b>	<p><b>Objectives:</b> Self-protection; solve the problem while not getting hurt or being besmirched</p> <p><b>Tone/behaviors:</b> Cautious, call on friend for advice, general language to protect people and self (e.g., “there is no trust,” “we have a communication problem”); cautious with some hostile humor, distancing comments; withholding information that might serve the other side or damage your side</p>	<p><b>1. Reduce tension and facilitate people’s work together:</b> The need here is to keep people close enough to work through their differences and not engage in withdrawal or begin to get aggressive. Encourage people to “hang in there” and attend and prepare for meetings. Coach people to act and to be assertive. Help people fully express their concerns and listen to the concerns of others. Provide ways for people to build relationships, know each other as people, and speak with each other about common interests and needs.</p> <p><b>2. Methods:</b> Role reversal, expectations clarification, paraphrase and itemized response, brainstorm and prioritize, use facilitator, etc.</p> <p><b>3. Establish ground rules:</b> Get agreement about how we will work on the issue (e.g., no threats, identify sources of information, direct sharing of differences, no personal attacks, no withdrawing); norms for meetings, etc.</p> <p><b>4. Make decisions:</b> Collaborative problem solving, negotiation, formal authority</p>

FIGURE 50: SPEED LEAS' LEVELS OF CONFLICT

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Level	Symptoms	Strategy
<p><b>Level 3</b> <b>Contest</b></p>	<p><b>Objective:</b> Win, not yet at level of wanting to hurt or get rid of the opponent</p> <p><b>Tone/behaviors:</b> Win/lose dynamics, threatening, intentionally difficult to work with, resistance to peace overtures, hanging back waiting for others to show weakness, personal attacks, emotional appeals, limited social contact; language is distorted and over-generalized (“you always...,” “everyone...”), exaggerated, making a case, expecting magic or rapid change, expecting others to read your mind, extreme, only two sides, shades of gray are lost</p>	<p>The overall need is to reduce fear and distorted thinking; to provide a sense of order</p> <ol style="list-style-type: none"> <li><b>1. All the strategies mentioned for Level 2, as possible</b></li> <li><b>2. Structure the process:</b> Work out a clear process, dates of meetings, time lines, etc. Revise it as needed; but work at maintaining a sense of order and direction. There is a high need for a process that is seen as fair, open, and legal.</li> <li><b>3. Use an external consultant.</b></li> <li><b>4. Contact between parties to the conflict needs to be carefully managed:</b> Opportunities for people to express feelings and clarify their interests need to be provided for each side; this usually needs to first be done apart from the other side. When they are ready to work together, then have a carefully facilitated meeting.</li> <li><b>5. Decision making:</b> Employ the same sequence as at other levels; however, the more persuasion, compelling, and voting, the more likely that people will leave the organization.</li> </ol>

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Level	Symptoms	Strategy
<p style="text-align: center;"><b>Level 4</b> <b>Fight/Flight</b></p>	<p><b>Objectives:</b> To hurt or get rid of the others; being “right”</p> <p><b>Tone/behaviors:</b> Factions inflexible, clear lines, strong leaders emerge; language becomes ideological, about principles, truth, rights; parties detached, causing each to lose sense of the pain they cause; attempt to enlist outsiders in the cause; parties will not speak with each other, self-righteous, cold</p>	<p>More tension will require more structure.</p> <p><b>1. Use an external consultant/ mediator:</b> This cannot be someone from the central office.</p> <p><b>2. Follow the book:</b> Legal issues may be involved; trust is very low; follow the organization’s standards.</p> <p><b>3. Communicate through third parties:</b> Seek an agreement for third parties to serve as “go-betweens” to carry messages and look for possible areas of agreement. Most likely to be useful when the issue is clear.</p> <p><b>4. Be tougher about the ground rules:</b> Enforce expectations about personal attacks, loaded language; might have a group that monitors agreements and gives feedback to violators.</p> <p><b>5. Decision making:</b> Likely to be by formal authority. Some are likely to leave.</p>
<p style="text-align: center;"><b>Level 5</b> <b>Intractable Situation</b></p>	<p><b>Objective:</b> Destroy the others</p> <p><b>Tone/behaviors:</b> Attempts to do serious damage to the other’s reputation, position, well-being; attempts may continue after the parties have been separated</p>	<p>The conflict is no longer manageable.</p> <p>Outside authority will need to make difficult decisions.</p> <p>The parties need to be separated.</p> <p>Some people may need to be asked to leave.</p>