**Conflict Levels and Skills/Response strategies**

**Levels and Characteristics Skills /Response strategies**

**Level 1: A Problem to Solve**

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| An issue---difference in goals | build trust and rapport |
| Low level of emotions | mutually define problem and  gather data |
| Open sharing of information | Provide options and possible outcomes |
| Language is clear and specific | Consensus or voting |
| Normal decision making works |  |

**Level 2: Serious Disagreement**

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| Mixing of personalities and the issue | Analytical skills helpful |
| Distrust of the “other side” | Focus on organizational goals and unity |
| Selective holding back of information | Encourage expression of feelings |
| Vague language…”some people” “they” | Consensus decision making |
| Compromises required to solve |  |

**Level 3: Contested**

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| Resistance to peace overtures-winning is essential | Identify conflict norms/ground rules |
| Do not want to be in presence of “enemy” | Identify common goals, history, values |
| Personal attacks—factions and sides—threats of leaving | Clarify interests and positions |
| Information is distorted—never shared with others | Solution possible by negotiation |
| Over generalization statements “you always…” | *Requires outside or 3rd party intervention* |

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**Level 4: Fight/flight**

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| Shift from winning to getting rid of persons—do not want change | **Outside consultant required** |
| self righteous-will not speak to the other side | Emphasize rules and fair play  Search for common goals essential |
| Factions are solidified | Work at higher organizational levels |
| Refuse to listen or accept information contrary to position | Identify risks in continuing the conflict  Allow “losers” to leave peacefully |
| Usually leads to split | Persons or groups involved should not be in leadership positions |

**Level 5: Intractable**

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| Personalities are the issue | **Outside consultant required** |
| Vindictive, no objectivity or control of emotions | Separation of groups is required  An enforcer is essential |
| Other person or side is harmful to society (of the organization) | Expel disruptive parties/persons |
| Language is inflammatory, desire the destruction of the other | Increase peace keeping enforcers |
| Make sure the pastor doesn’t get another church | Develop plan to re-build relationships |