



A FREE HARMONIQ WORKPLACE RESOURCE

Workplace Conflict Temperature Check

Identify friction. Read the early signals.
Choose a constructive next step.

A guided check-in for leaders, teams, and professionals

Workplace conflict rarely begins with one dramatic moment. It often builds through avoided conversations, unclear expectations, changing tone, repeated misunderstandings, and unresolved concerns. This reflection tool helps you notice what is happening before tension becomes disruption.

Organization or Team	Date
_____	_____
Completed by	Role
_____	_____

Use this tool for reflection and planning. It is not a clinical, legal, or workplace investigation instrument.



1. Take the Temperature

Rate each statement based on what you have observed during the past 30 days.

1 Never	2 Rarely	3 Sometimes	4 Often	5 Consistently
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#	Statement	Rating
1	People avoid conversations that need to happen.	1 2 3 4 5
2	The same disagreements or complaints keep resurfacing.	1 2 3 4 5
3	Emails, messages, or instructions are frequently misunderstood.	1 2 3 4 5
4	Tone changes quickly when concerns are raised.	1 2 3 4 5
5	Meetings feel tense, guarded, or unproductive.	1 2 3 4 5
6	Gossip or side conversations replace direct communication.	1 2 3 4 5
7	Managers delay addressing tension or interpersonal concerns.	1 2 3 4 5
8	Roles, responsibilities, or expectations feel unclear.	1 2 3 4 5
9	People question one another's intentions or trustworthiness.	1 2 3 4 5
10	Blame appears more often than shared problem solving.	1 2 3 4 5
11	Team members hesitate to speak honestly or ask for help.	1 2 3 4 5
12	Some employees withdraw, disengage, or stop contributing.	1 2 3 4 5
13	Small concerns quickly become larger emotional reactions.	1 2 3 4 5
14	Conflict is affecting morale, focus, attendance, or performance.	1 2 3 4 5
15	The workplace lacks a clear and trusted process for resolving conflict.	1 2 3 4 5

TOTAL SCORE

_____ / 75



2. Identify the Hotspots

Check every area where tension, confusion, or repeated difficulty is showing up.

☐ Communication and tone	☐ Accountability and follow-through
☐ Roles and expectations	☐ Organizational change
☐ Workload and resources	☐ Values or work styles
☐ Leadership response	☐ Inclusion, respect, or belonging
☐ Team relationships	☐ Policies or processes
☐ Decision making	☐ Remote or hybrid work

Notice the Early Warning Signs

- ☐ Conversations become shorter, sharper, or more defensive.
- ☐ People copy additional leaders into routine emails.
- ☐ Team members form sides or avoid certain colleagues.
- ☐ Silence, sarcasm, or visible frustration replaces curiosity.
- ☐ Work is delayed because people are waiting, withholding, or rechecking.
- ☐ Employees say, 'Nothing will change,' or stop raising concerns.

Reflection

What issue appears to be generating the most tension?

Who is most affected, including people who may not be speaking?

What has already been tried, and what happened?

What might become harder if this concern is not addressed?



3. Read Your Temperature

Use your total score as a conversation starter, not a diagnosis. Pay attention to patterns, context, and the experiences of those involved.

Score	Level	What it may mean	Suggested next step
15-29	STEADY	Conflict appears manageable. Protect what is working and address concerns early.	Use a quick team check-in, clarify expectations, and reinforce direct communication.
30-44	WARMING	Several friction signals are present. Avoidance may allow tension to grow.	Plan a structured conversation, document agreements, and consider conflict coaching.
45-59	ELEVATED	Conflict is affecting trust, communication, or team functioning.	Use neutral facilitation or restorative mediation before positions become more fixed.
60-75	URGENT	Conflict may be disrupting psychological safety, performance, or workplace stability.	Seek timely organizational support. Consider a facilitated assessment, mediation, or workplace workshop.

Important: A lower total can still require attention if one concern involves safety, harassment, discrimination, threats, or legal risk.

Choose Your Immediate Priority

- ☐ Clarify roles, expectations, or decisions.
- ☐ Prepare for one necessary conversation.
- ☐ Create a safer structure for people to speak.
- ☐ Repair trust after a harmful interaction.
- ☐ Stop a repeating escalation pattern.
- ☐ Engage neutral support before taking further action.

The one issue we should address first is:



4. Create a Constructive Next Step

Choose a step that is specific, respectful, and realistic. Progress begins when the next action is clear.

What outcome would make this situation healthier or more workable?

Who needs to be part of the next conversation?

What facts, examples, or agreements should be prepared beforehand?

What language can help the conversation remain calm and constructive?

What support or neutral facilitation may be needed?

MY NEXT ACTION	TARGET DATE



5. Choose the Support That Fits

Some concerns can improve with one clear conversation. Others benefit from guided preparation, neutral facilitation, or team-wide learning.

Conflict Coaching	Best when you need private preparation, greater self-awareness, stronger communication, or a clear plan before addressing conflict.	☐ This may be my next step
Peace-Led Restorative Mediation	Best when two or more people need neutral support to discuss harm, clarify needs, rebuild understanding, and develop workable agreements.	☐ This may be my next step
Workplace Peace Workshops	Best when a team or organization needs shared language, practical conflict skills, and healthier communication practices.	☐ This may be my next step

You do not have to wait until conflict becomes a crisis. Early, thoughtful support can protect relationships, trust, and performance.

Your Follow-Up Notes

HARMONIQ RESTORATIVE SOLUTIONS

Transforming Friction Into Flow

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