

The Hidden Dimension of Conflict and Coercion

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The Hidden Dimension

1. Intent does not equal impact

2. Every message has two levels

- **CONTENT LEVEL:** information, details, facts
- **RELATIONSHIP LEVEL:** communicated through tone of voice, volume, rate

3. Selective Perception

- How we expect a person to be is what we selectively notice them doing.
- How we expect them *not* to be we subconsciously ignore.

4. “As If” Principle

- We act “as if” a person is going to be a certain way, and they begin to play out those behaviors.

5. Silence and Avoidance: A main response to conflict

- People retreat from discomfort.
- A spiral of silence envelops crucial issues.
- “Unspeakables” develop when we avoid small issues.