The former CEO of five businesses, Margaret Heffernan explores the all-too-human thought patterns — like conflict avoidance and selective blindness — that lead managers and organizations astray.

**Why you should listen**

Margaret Heffernan began her career in television production, building a track record at the BBC before going on to run the film and television producer trade association, IPPA. In the United States, Heffernan became a serial entrepreneur and CEO in the wild early days of web business and was named one of the Internet’s Top 100 by Silicon Alley Reporter in 1999.

**DEBRIEF WITH CLASS**

Q  Where are the benefits of disagreeing? What are some potential problems?

Q  What sort of problems can be solved with conflict?

**REFLECTION**

1. Have there been any situations in which you should have disagreed and didn’t?

2. In what situations would disagreeing be a good thing?

3. Do you have someone in your life that you work well with because you disagree?

Some text taken from Ted Talks: www.ted.com