



Getting to Resolution

Stewart Levine

1. Stewart begins the discussion of his book by explaining the “relationship cost” of conflict and notes that in the workplace it costs an organization 1.5 - 2 times salary level to replace someone. How would you describe relationship cost and how has it affected your organization over the years?
2. We live in a litigious culture which, Stewart suggests, adds to the problem of individuals not taking responsibility for their part in any conflict. When we do this, he says, we miss the opportunity to really resolve the underlying problem and to grow as a person. Would you agree? How are you at taking responsibility in conflict situations?
3. Another cost of conflict is “opportunity cost” - spending time on yesterday’s problem while missing today’s opportunities. How true is this in your life? Share an example.
4. In the book, Stewart outlines a seven-step process of resolution. Step three is getting facts on the table by telling stories; getting in touch with what you are saying to yourself about the conflict. How effective has this been in your life? Do you find this easy to do? Why or why not?
5. What do you do when a person involved in conflict will not participate in a solution? Have you tried BATNA (best alternative to a negotiated agreement)?
6. Do you agree with Stewart’s Law of Agreement - the tighter the collaboration the better the results?
7. Stewart’s basic thesis is, the best way to avoid conflict is to have solid agreements and that we generally rely on implicit rather than explicit agreements? Discuss.
8. How would "resolutionary thinking" change your organization?

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