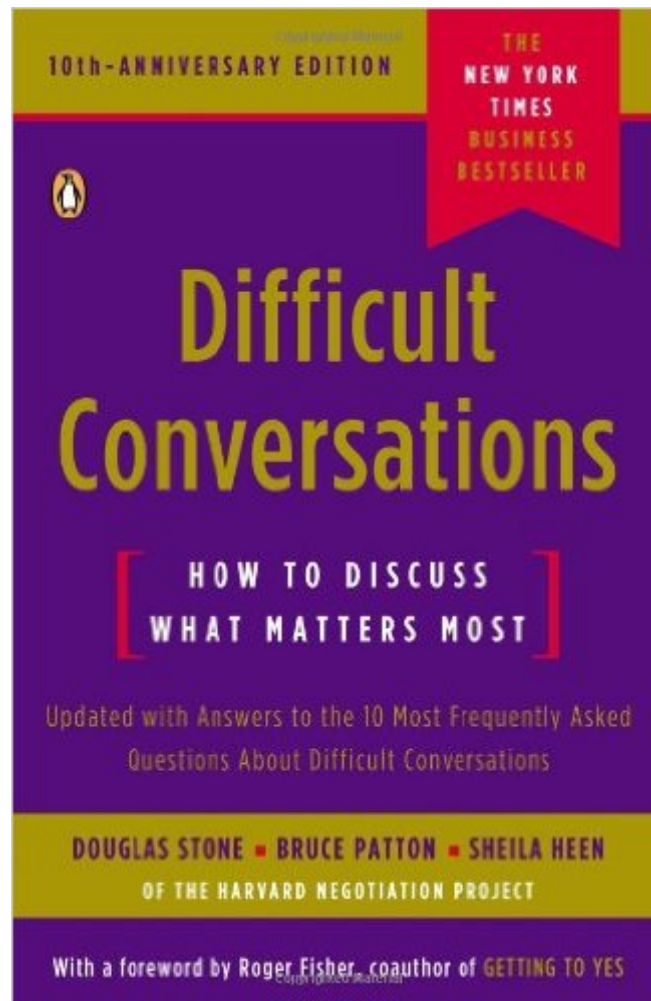


The book was found

# Difficult Conversations: How To Discuss What Matters Most



## Synopsis

The 10th-anniversary edition of the New York Times business bestseller-now updated with "Answers to Ten Questions People Ask" We attempt or avoid difficult conversations every day-whether dealing with an underperforming employee, disagreeing with a spouse, or negotiating with a client. From the Harvard Negotiation Project, the organization that brought you Getting to Yes, Difficult Conversations provides a step-by-step approach to having those tough conversations with less stress and more success. you'll learn how to:

- Decipher the underlying structure of every difficult conversation
- Start a conversation without defensiveness
- Listen for the meaning of what is not said
- Stay balanced in the face of attacks and accusations
- Move from emotion to productive problem solving

## Book Information

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## Customer Reviews

There were 3 aspects of this book that made a difference for me: Thinking Differently, Making Shifts, and understanding the Structure found in all difficult conversations. If you understand these aspects it will significantly improve how well you handle difficult conversations. This is about Thinking Differently--

1. This is an approach.
2. It's not about doing differently; it's about thinking differently.
3. It's about shifting from a message delivery stance to a learning stance.
4. All difficult conversations have the same structure. The structure is almost always "below the surface." It is hidden in what people are thinking and feeling, but not saying. Shifts (with this approach)-- We must shift our internal orientation: FROM: Certainty (I understand) TO: Curiosity (Help me understand); FROM: I

am right TO: I am curious; FROM: I know what was intended TO:I know the impact; FROM: I know who is to blame TO: I know who contributed what; FROM: Debate TO: Exploration; FROM: Simplicity TO: Complexity; FROM: "Either/or" TO: "And".Understanding the Structure-- 1. All difficult conversations share a common structure. To make the structure visible, we not only need to understand what was said, but also what was not said. We need to understand what the people involved are thinking and feeling, but not saying to each other. This is usually where the real action is. 2. What makes a conversation difficult? The gap between what you are really thinking and what you are saying is part of it. 3. Our thoughts and feelings of all difficult conversations fall into the same three categories, or "conversations". 4. And, in each of the conversations, we make predictable errors that distort our thoughts and feelings and get us in trouble. 5.

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