

Managing Difficult Conversations Harvard

Nonprofits leaders are optimistic by nature: they believe with time, energy, smarts, strategy and sheer will, they can change the world. But too many cooks, not enough money, an abundance of passion, can make you feel there are too many obstacles to overcome. Garry shows you how to build a powerhouse board, create an impressive and sustainable fundraising program, renew your passion for your mission and organization, and become a bigger difference in the world.

Leading Minds and Landmark Ideas In An Easily Accessible Format From the preeminent thinkers whose work has defined an entire field to the rising stars who will redefine the way we think about business, The Harvard Business Review Paperback Series delivers the fundamental information today's professionals need to stay competitive in a fast-moving world. Managers at every level, and in every industry, must balance various working styles, build efficient management teams, and develop sharp negotiation skills to remain competitive. Harvard Business Review on Negotiation and Conflict Resolution offers a selection of the best thinking on negotiation practice and managing conflict in organizational settings. A Harvard Business Review Paperback. In Unconscious Bias in Schools, two seasoned educators describe the phenomenon of unconscious racial bias and how it negatively affects the work of educators and students in schools. "Regardless of the amount of effort, time, and resources education

leaders put into improving the academic achievement of students of color,” the authors write, “if unconscious racial bias is overlooked, improvement efforts may never achieve their highest potential.” In order to address this bias, the authors argue, educators must first be aware of the racialized context in which we live. Through personal anecdotes and real-life scenarios, *Unconscious Bias in Schools* provides education leaders with an essential roadmap for addressing these issues directly. The authors draw on the literature on change management, leadership, critical race theory, and racial identity development, as well as the growing research on unconscious bias in a variety of fields, to provide guidance for creating the conditions necessary to do this work—awareness, trust, and a “learner’s stance.” Benson and Fiarman also outline specific steps toward normalizing conversations about race; reducing the influence of bias on decision-making; building empathic relationships; and developing a system of accountability. All too often, conversations about race become mired in questions of attitude or intention—“But I’m not a racist!” This book shows how information about unconscious bias can help shift conversations among educators to a more productive, collegial approach that has the potential to disrupt the patterns of perception that perpetuate racism and institutional injustice. Tracey A. Benson is an assistant professor of educational leadership at the University of North Carolina at Charlotte. Sarah E. Fiarman is the director of leadership development for EL Education, and a former public school teacher, principal, and lecturer at Harvard Graduate School of Education.

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The perfect gift for aspiring leaders: 16 volumes of HBR 20-Minute Manager. This 16-volume, specially priced boxed set makes a perfect gift for aspiring leaders who are short on time but need advice fast, on topics from creating business plans and giving feedback to managing time and presentations. The set includes Creating Business Plans, Delegating Work, Difficult Conversations, Finance Basics, Getting Work Done, Giving Effective Feedback, Innovative Teams, Leading Virtual Teams, Managing Projects, Managing Time, Managing Up, Performance Reviews, Presentations, Running Meetings, Running Virtual Meetings, and Virtual Collaboration. Don't have much time? Get up to speed fast on the most essential business skills with HBR's 20-Minute Manager series. Whether you need a crash course or a brief refresher, each book in the series is a concise, practical primer that will help you brush up on a key management topic. Advice you can quickly read and apply, for ambitious professionals and aspiring executives--from the most trusted source in business. Also available as an ebook.

Navigate the complex decisions and critical relationships necessary to create and sustain a healthy family business—and business family. Though "family business" may sound like it refers only to mom-and-pop shops, businesses owned by families are among the most significant and numerous in the world. But surprisingly few resources exist to help navigate the unique challenges you face when you share the executive suite, financial statements, and holidays. How do you make the right decisions, critical

to the long-term survival of any business, with the added challenge of having to do so within the context of a family? The HBR Family Business Handbook brings you sophisticated guidance and practical advice from family business experts Josh Baron and Rob Lachenauer. Drawing on their decades-long experience working closely with a wide range of family businesses of all sizes around the world, the authors present proven methods and approaches for communicating effectively, managing conflict, building the right governance structures, and more. In the HBR Family Business Handbook you'll find: A new perspective on what makes family businesses succeed and fail A framework to help you make good decisions together Step-by-step guidance on managing change within your business family Key questions about wealth, unique to family businesses, that you can't afford to ignore Assessments to help you determine where you are—and where you want to go Stories of real companies, from Marchesi Antinori to Radio Flyer Chapter summaries you can use to reinforce what you've learned Keep this comprehensive guide with you to help you build, grow, and position your family business to thrive across generations. HBR Handbooks provide ambitious professionals with the frameworks, advice, and tools they need to excel in their careers. With step-by-step guidance, time-honed best practices, and real-life stories, each comprehensive volume helps you to stand out from the pack—whatever your role. 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

Let's face it. In this chaotic world of teams, matrix management, and horizontal organizations, it's tougher than ever to get things done. How do you lead when you're not the one in charge? How can you be effective when joint action is needed? You need an edge in order to reach solutions and effectively work with others.

How does a white person who aspires to be an ally against racism talk to their friends and family who are in denial about racism against people of color? The *White Ally Toolkit Workbook* gives people concrete guidance about how to respond a wide variety of statements that racism-denying white folks make everyday. In addition, the workbook presents a sequenced curriculum that an ally can use if they want to purposefully change someone in the circle of influence as well as reflection and self-assessment tools that will help allies see themselves more clearly. These tools help allies refine their interactions with others so they can move the needle on the large-scale racism

denial among the whites about American's most pressing and long-standing problem. Do you want more free book summaries like this? Download our app for free at <https://www.QuickRead.com/App> and get access to hundreds of free book and audiobook summaries. Learn how to approach difficult conversations and discuss what matters most. Difficult conversations are a part of everyday life. Each day we either attempt or avoid such conversations, whether it's confronting an underperforming employee or simply disagreeing with a spouse. Unfortunately, these tough conversations are inevitable so perhaps it's time to learn how to have one productively. Thankfully, authors Douglas Stone, Bruce Patton, and Sheila Heen have put together tips and tricks to help you become better at communicating. As you read, you'll learn about the common mistakes people make when having difficult conversations as well as how to arm yourself with the tools you need to prevent them. In the end, you'll learn how to communicate effectively and have difficult conversations without hurting anyone in the process. Keep reading to learn how every discussion has Three Conversations and how you can approach and improve each one for more meaningful, purposeful conversations.

Is Silence Killing Your Strategy? In his thirty years of working in corporations, Harvard Business School professor Michael Beer has witnessed firsthand how

organizational silence derails strategic objectives. When employees can't speak truth to power, senior leaders don't hear what they need to hear about their company's fitness to compete, and employees lose trust in those leaders and become less committed to change. In *Fit to Compete*, Beer presents an antidote to silence--principles and a time-tested innovative process for holding honest conversations with everyone in your organization. Used by over eight hundred organizations across the globe, the strategic fitness process has helped leaders in a diverse range of industries--including medical technology, information technology, banking, restaurant chains, and pharmaceuticals--hear the raw but necessary truth about the sources of misalignment between their strategies and their organizations. In addition to step-by-step instructions, Beer offers detailed and illustrative case studies of companies that have conducted honest conversations to great effect. He also shows how to apply the process more broadly to a variety of strategic challenges and at multiple levels throughout the organization. Practical, enlightening, and comprehensive, *Fit to Compete* is the book you should turn to if you to want create winning strategies that your entire company will rally behind.

We all want our children to reach their fullest potential—to be smart and well adjusted, and to make a difference in the world. We wonder why, for some

people, success seems to come so naturally. Could the secret be how they were parented? This book unveils how parenting helped shape some of the most fascinating people you will ever encounter, by doing things that almost any parent can do. You don't have to be wealthy or influential to ensure your child reaches their greatest potential. What you do need is commitment—and the strategies outlined in this book. In *The Formula: Unlocking the Secrets to Raising Highly Successful Children*, Harvard economist Ronald Ferguson, named in a *New York Times* profile as the foremost expert on the US educational "achievement gap," along with award-winning journalist Tatsha Robertson, reveal an intriguing blueprint for helping children from all types of backgrounds become successful adults. Informed by hundreds of interviews, the book includes never-before-published insights from the "How I was Parented Project" at Harvard University, which draws on the varying life experiences of 120 Harvard students. Ferguson and Robertson have isolated a pattern with eight roles of the "Master Parent" that make up the Formula: the Early Learning Partner, the Flight Engineer, the Fixer, the Revealer, the Philosopher, the Model, the Negotiator, and the GPS Navigational Voice. The Formula combines the latest scientific research on child development, learning, and brain growth and illustrates with life stories of extraordinary individuals—from the Harvard-educated Ghanian entrepreneur who,

as the young child of a rural doctor, was welcomed in his father's secretive late-night political meetings; to the nation's youngest state-wide elected official, whose hardworking father taught him math and science during grueling days on the family farm in Kentucky; to the DREAMer immigration lawyer whose low-wage mother pawned her wedding ring to buy her academically outstanding child a special flute. The Formula reveals strategies on how you—regardless of race, class, or background—can help your children become the best they can be and shows ways to maximize their chances for happy and purposeful lives.

Shows how to make the most of conversations by communicating clearly and forcefully, offering advice on how to overcome barriers to meaningful conversation, confront tough issues, and leverage new skills for frictionless debate.

#1 Wall Street Journal Best Seller USA Today Best Seller Amazon Best Book of the Year TED Talk sensation - over 3 million views! The counterintuitive approach to achieving your true potential, heralded by the Harvard Business Review as a groundbreaking idea of the year. The path to personal and professional fulfillment is rarely straight. Ask anyone who has achieved his or her biggest goals or whose relationships thrive and you'll hear stories of many unexpected detours along the way. What separates those who master these

challenges and those who get derailed? The answer is agility—emotional agility. Emotional agility is a revolutionary, science-based approach that allows us to navigate life's twists and turns with self-acceptance, clear-sightedness, and an open mind. Renowned psychologist Susan David developed this concept after studying emotions, happiness, and achievement for more than twenty years. She found that no matter how intelligent or creative people are, or what type of personality they have, it is how they navigate their inner world—their thoughts, feelings, and self-talk—that ultimately determines how successful they will become. The way we respond to these internal experiences drives our actions, careers, relationships, happiness, health—everything that matters in our lives. As humans, we are all prone to common hooks—things like self-doubt, shame, sadness, fear, or anger—that can too easily steer us in the wrong direction. Emotionally agile people are not immune to stresses and setbacks. The key difference is that they know how to adapt, aligning their actions with their values and making small but powerful changes that lead to a lifetime of growth. Emotional agility is not about ignoring difficult emotions and thoughts; it's about holding them loosely, facing them courageously and compassionately, and then moving past them to bring the best of yourself forward. Drawing on her deep research, decades of international consulting, and her own experience

overcoming adversity after losing her father at a young age, David shows how anyone can thrive in an uncertain world by becoming more emotionally agile. To guide us, she shares four key concepts that allow us to acknowledge uncomfortable experiences while simultaneously detaching from them, thereby allowing us to embrace our core values and adjust our actions so they can move us where we truly want to go. Written with authority, wit, and empathy, *Emotional Agility* serves as a road map for real behavioral change—a new way of acting that will help you reach your full potential, whoever you are and whatever you face. A leading executive coach pinpoints three vital traits necessary to advance your career. In *Getting Ahead*, one of the top 50 executive coaches in the United States, Joel Garfinkle reveals his signature model for mastering three skills to take your career to the next level: Perception, Visibility, and Influence. The PVI-model of professional advancement will teach you to: (1) Actively promote yourself as an asset and valuable person inside the organization, (2) Increase your visibility to gain others' recognition and appreciation for your efforts and (3) Become a person of influence who makes key decisions inside the organization. *Getting Ahead* will put you ahead of the competition to become a known, valued, and desired commodity at your company. For more than two decades, Joel Garfinkle has worked closely with thousands of executives, senior managers,

directors, and employees at the world's leading companies, and has authored 300 articles on leadership Offers detailed guidance on how to increase exposure, boost visibility, enhance perceived value for your organization, and ultimately achieve career advancement Explains how to get your name circulating among higher levels of management so others know you, see your results, and acknowledge the impact you bring to the company

Forget about the hard bargain. Whether you're discussing the terms of a high-stakes deal, forming a key partnership, asking for a raise, or planning a family event, negotiating can be stressful. One person makes a demand, the other concedes a point. In the end, you settle on a subpar solution in the middle—if you come to any agreement at all. But these discussions don't need to be win-or-lose situations. Written by negotiation expert Jeff Weiss, the HBR Guide to Negotiating provides a disciplined approach to finding a solution that works for everyone involved. Using a seven-part framework, this book delivers tips and advice to move you from a game of concessions and compromises to one of collaboration and creativity, resulting in better outcomes and better working relationships. You'll learn how to: Prepare for your conversation Understand everyone's interests Craft the right message Work with multiple parties Disarm aggressive negotiators Choose the best solution

You have to talk with a colleague about a fraught situation, but you're worried that they'll yell, or blame you, or shut down. You fear your emotions could block you from a resolution. But you can communicate in a way that's constructive--not combative. *Difficult Conversations* walks you through: Uncovering the root cause of friction Maintaining a positive mind-set Untangling the problem together Agreeing on a way forward Don't have much time? Get up to speed fast on the most essential business skills with HBR's 20-Minute Manager series. Whether you need a crash course or a brief refresher, each book in the series is a concise, practical primer that will help you brush up on a key management topic. Advice you can quickly read and apply, for ambitious professionals and aspiring executives--from the most trusted source in business. Also available as an ebook.

Get your best work done, no matter where you do it. Video calls from your couch. Project reports in a coffee shop. Presentations at your kitchen table. Working remotely gives you more flexibility in how and where you do your job. But being part of a far-flung team can be challenging. How can you make remote work work for you? The *HBR Guide to Remote Work* provides practical tips and advice to help you stay productive, avoid distractions, and collaborate with your team, despite the distance that separates you. You'll learn to: Create a regular work-

from-home routine Identify the right technology for your needs Run better virtual meetings Avoid burnout and video-call fatigue Manage remote employees Conduct difficult conversations when you can't meet in person Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

From New York Times bestselling author and nationally syndicated talk radio host Dave Ramsey comes the secret to how he grew a multimillion dollar company from a card table in his living room. If you're at all responsible for your company's success, you can't just be a hard-charging entrepreneur or a motivating, encouraging leader. You have to be both! Dave Ramsey, America's trusted voice on money and business, reveals the keys that grew his company from a one-man show to a multimillion-dollar business—with no debt, low turnover, and a company culture that earns it the “Best Place to Work” award year after year. This book presents Dave's playbook for creating work that matters; building an incredible group of passionate, empowered team members; and winning the race with steady momentum that will roll over any obstacle. Regardless of your business goals, you'll discover that anyone can lead any venture to unbelievable growth and prosperity through Dave's common sense,

counterculture, EntreLeadership principles!

Learn how to deal with difficult colleagues and clients. At the heart of dealing with difficult people is handling their--and your own--emotions. How do you stay calm in a tough conversation? How do you stay unruffled in the face of passive-aggressive comments? And how do you know if you're difficult to work with? This book explains the research behind our emotional response to awful colleagues and shows how to build the empathy and resilience to make those relationships more productive. Books in this series are based on the work of experts including: Daniel Goleman Tony Schwartz Nick Morgan Daniel Gilbert This collection of articles includes "To Resolve a Conflict, First Decide: Is It Hot or Cold?" by Mark Gerzon; "Taking the Stress Out of Stressful Conversations," by Holly Weeks; "The Secret to Dealing with Difficult People: It's About You," by Tony Schwartz; "How to Deal with a Mean Colleague," by Amy Gallo; "How To Deal with a Passive-Aggressive Colleague," by Amy Gallo; "How to Work with Someone Who's Always Stressed Out," by Rebecca Knight; "How to Manage Someone Who Thinks Everything Is Urgent," by Liz Kislik; and "Do You Hate Your Boss?" by Manfred F. R. Kets de Vries. HOW TO BE HUMAN AT WORK. The HBR Emotional Intelligence Series features smart, essential reading on the human side of professional life from the pages of Harvard Business Review. Each book

in the series offers proven research showing how our emotions impact our work lives, practical advice for managing difficult people and situations, and inspiring essays on what it means to tend to our emotional well-being at work. Uplifting and practical, these books describe the social skills that are critical for ambitious professionals to master.

Every organization has its share of political drama: Personalities clash. Agendas compete. Turf wars erupt. But you need to work productively with your colleagues—even the challenging ones—for the good of your organization and your career. How can you do that without compromising your integrity? By acknowledging that power dynamics and unwritten rules exist—and constructively navigating them. Whether you're a new professional or an experienced one, this guide will teach you how to: (1) Build relationships with difficult people, (2) gain allies and increase your sphere of influence, (3) wrangle resources, (4) move up without alienating your colleagues, (5) avoid power games and petty rivalries, and (6) claim credit when it's due.

Difficult Conversations How to Discuss What Matters Most Penguin

The New York Times Bestseller! Learn how to keep your cool and get the results you want when emotions flare. When stakes are high, opinions vary, and emotions run strong, you have three choices: Avoid a crucial conversation and

suffer the consequences; handle the conversation badly and suffer the consequences; or read *Crucial Conversations* and discover how to communicate best when it matters most. *Crucial Conversations* gives you the tools you need to step up to life's most difficult and important conversations, say what's on your mind, and achieve the positive resolutions you want. You'll learn how to: Prepare for high-impact situations with a six-minute mastery technique Make it safe to talk about almost anything Be persuasive, not abrasive Keep listening when others blow up or clam up Turn crucial conversations into the action and results you want Whether they take place at work or at home, with your neighbors or your spouse, crucial conversations can have a profound impact on your career, your happiness, and your future. With the skills you learn in this book, you'll never have to worry about the outcome of a crucial conversation again.

A leading educational thinker argues that the American university is stuck in the past -- and shows how we can revolutionize it for our era of constant change Our current system of higher education dates to the period from 1865 to 1925. It was in those decades that the nation's new universities created grades and departments, majors and minors, all in an attempt to prepare young people for a world transformed by the telegraph and the Model T. As Cathy N. Davidson argues in *The New Education*, this approach to education is wholly unsuited to

the era of the gig economy. From the Ivy League to community colleges, she introduces us to innovators who are remaking college for our own time by emphasizing student-centered learning that values creativity in the face of change above all. *The New Education* ultimately shows how we can teach students not only to survive but to thrive amid the challenges to come.

Leading any team involves managing people, technical oversight, and project administration, but leaders of virtual teams perform these functions from afar. *Leading Virtual Teams* walks you through the basics of: Connecting your people to each other--and to the team's mission Surmounting language, distance, and technology barriers Identifying and using the right communication channels Don't have much time? Get up to speed fast on the most essential business skills with HBR's 20-Minute Manager series. Whether you need a crash course or a brief refresher, each book in the series is a concise, practical primer that will help you brush up on a key management topic. Advice you can quickly read and apply, for ambitious professionals and aspiring executives--from the most trusted source in business. Also available as an ebook.

The coauthors of the New York Times–bestselling *Difficult Conversations* take on the toughest topic of all: how we see ourselves Douglas Stone and Sheila Heen have spent the past fifteen years working with corporations, nonprofits, governments, and families

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to determine what helps us learn and what gets in our way. In *Thanks for the Feedback*, they explain why receiving feedback is so crucial yet so challenging, offering a simple framework and powerful tools to help us take on life's blizzard of offhand comments, annual evaluations, and unsolicited input with curiosity and grace. They blend the latest insights from neuroscience and psychology with practical, hard-headed advice. *Thanks for the Feedback* is destined to become a classic in the fields of leadership, organizational behavior, and education.

How to tackle sensitive subjects. Covering both professional and personal situations, this guide examines ways to approach and handle conversations that are often put off or avoided altogether. The most comprehensive book of its kind, it provides all the information you need to approach difficult conversations with confidence, avoid blaming, overcome defensiveness, and make better decisions. -The only book on the market covering difficult conversations in both the workplace and one's personal life -Can be read cover to cover or used as a quick reference guide -Reviewed and approved by the Program Chair of Organizational Communication at Franklin University and former professor of Applied Linguistics at Harvard University

Are you avoiding an uncomfortable conversation at work? If you're an executive or a team leader, strengthening your organization's ability to have difficult conversations is necessary and worth the discomfort. The key to successful dialogue starts and ends with changing the conversation. Recognizing that it takes two people to engage in

meaningful outcomes, *Can We Talk?* outlines what each contributor needs to do to achieve the best possible result. Using examples from everyday work situations, this book offers guidance on how to create the right conditions for a meaningful discussion. The author identifies the seven key principles that enable both parties to gain a deeper understanding of what the other person may be thinking and will help establish their point of view more clearly: confidence, clarity, compassion, curiosity, compromise, credibility, courage. *Can We Talk?* includes examples and advice from those who have been there and thrived, as well as lessons learned from conversation failures and example scripts of productive conversations. Readers will learn how to prepare, start and manage the potentially challenging exchange of words that typically occur at work, and come away with an understanding that for any conversation to take place, both parties must be engaged.

While some of us enjoy a lively debate with colleagues and others prefer to suppress our feelings over disagreements, we all struggle with conflict at work. Every day we navigate an office full of competing interests, clashing personalities, limited time and resources, and fragile egos. Sure, we share the same overarching goals as our colleagues, but we don't always agree on how to achieve them. We work differently. We rub each other the wrong way. We jockey for position. How can you deal with conflict at work in a way that is both professional and productive—where it improves both your work and your relationships? You start by understanding whether you generally

seek or avoid conflict, identifying the most frequent reasons for disagreement, and knowing what approaches work for what scenarios. Then, if you decide to address a particular conflict, you use that information to plan and conduct a productive conversation. The HBR Guide to Dealing with Conflict will give you the advice you need to: Understand the most common sources of conflict Explore your options for addressing a disagreement Recognize whether you—and your counterpart—typically seek or avoid conflict Prepare for and engage in a difficult conversation Manage your and your counterpart's emotions Develop a resolution together Know when to walk away Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

No is perhaps the most important and certainly the most powerful word in the language. Every day we find ourselves in situations where we need to say No—to people at work, at home, and in our communities—because No is the word we must use to protect ourselves and to stand up for everything and everyone that matters to us. But as we all know, the wrong No can also destroy what we most value by alienating and angering people. That's why saying No the right way is crucial. The secret to saying No without destroying relationships lies in the art of the Positive No, a proven technique that anyone can learn. This indispensable book gives you a simple three-step method for saying a Positive No. It will show you how to assert and defend your key interests; how

to make your No firm and strong; how to resist the other side's aggression and manipulation; and how to do all this while still getting to Yes. In the end, the Positive No will help you get not just to any Yes but to the right Yes, the one that truly serves your interests. Based on William Ury's celebrated Harvard University course for managers and professionals, *The Power of a Positive No* offers concrete advice and practical examples for saying No in virtually any situation. Whether you need to say No to your customer or your coworker, your employee or your CEO, your child or your spouse, you will find in this book the secret to saying No clearly, respectfully, and effectively. In today's world of high stress and limitless choices, the pressure to give in and say Yes grows greater every day, producing overload and overwork, expanding e-mail and eroding ethics. Never has No been more needed. A Positive No has the power to profoundly transform our lives by enabling us to say Yes to what counts—our own needs, values, and priorities. Understood this way, No is the new Yes. And the Positive No may be the most valuable life skill you'll ever learn!

Become a mindful listener at work. Listening is a critical skill that leaders and managers often take for granted. By learning to listen mindfully, you can keep your employees more engaged, foster the discovery of new ideas, and hear what you need to hear in a discussion rather than what you expect to hear. The book will teach you what great listeners do, how to stay fully present in challenging conversations, and how empathic listening can help others learn and grow. This volume includes the work of: Peter

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Bregman Jack Zenger and Joseph Folkman Rasmus Hougaard and Jacqueline Carter Amy Jen Su and Muriel Maignan Wilkins How to be human at work. The HBR Emotional Intelligence Series features smart, essential reading on the human side of professional life from the pages of Harvard Business Review. Each book in the series offers proven research showing how our emotions impact our work lives, practical advice for managing difficult people and situations, and inspiring essays on what it means to tend to our emotional well-being at work. Uplifting and practical, these books describe the social skills that are critical for ambitious professionals to master. Describes a method of negotiation that isolates problems, focuses on interests, creates new options, and uses objective criteria to help two parties reach an agreement FINALIST FOR THE FINANCIAL TIMES AND MCKINSEY BUSINESS BOOK OF THE YEAR AWARD An essential tool for individuals, organizations, and communities of all sizes to jump-start dialogue on racism and bias and to transform well-intentioned statements on diversity into concrete actions—from a leading Harvard social psychologist. “Livingston has made the important and challenging task of addressing systemic racism within an organization approachable and achievable.”—Alex Timm, co-founder and CEO, Root Insurance Company How can I become part of the solution? In the wake of the social unrest of 2020 and growing calls for racial justice, many business leaders and ordinary citizens are asking that very question. This book provides a compass for all those seeking to begin the work of anti-racism. In The Conversation,

Robert Livingston addresses three simple but profound questions: What is racism? Why should everyone be more concerned about it? What can we do to eradicate it? For some, the existence of systemic racism against Black people is hard to accept because it violates the notion that the world is fair and just. But the rigid racial hierarchy created by slavery did not collapse after it was abolished, nor did it end with the civil rights era. Whether it's the composition of a company's leadership team or the composition of one's neighborhood, these racial divides and disparities continue to show up in every facet of society. For Livingston, the difference between a solvable problem and a solved problem is knowledge, investment, and determination. And the goal of making organizations more diverse, equitable, and inclusive is within our capability.

Livingston's lifework is showing people how to turn difficult conversations about race into productive instances of real change. For decades he has translated science into practice for numerous organizations, including Airbnb, Deloitte, Microsoft, Under Armour, L'Oreal, and JPMorgan Chase. In *The Conversation*, Livingston distills this knowledge and experience into an eye-opening immersion in the science of racism and bias. Drawing on examples from pop culture and his own life experience, Livingston, with clarity and wit, explores the root causes of racism, the factors that explain why some people care about it and others do not, and the most promising paths toward profound and sustainable progress, all while inviting readers to challenge their assumptions. Social change requires social exchange. Founded on principles of

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psychology, sociology, management, and behavioral economics, *The Conversation* is a road map for uprooting entrenched biases and sharing candid, fact-based perspectives on race that will lead to increased awareness, empathy, and action.

In the business world, confrontations are inevitable -- whether they're with your employees, peers, bosses, or even suppliers and customers. Ignored or handled badly, confrontations can damage workplace relationships and ruin careers. This volume helps you master the art of effectively managing difficult interactions. You'll learn how to:

- Determine which confrontations are worth an investment of your time and energy
- Understand and manage the strong emotions that can arise during confrontations
- Design solutions that meet all stakeholders' needs
- Coach your direct reports to resolve confrontations productively

"In *Find your Way*, you will discover the helpful, proven wisdom and deep care that I have experienced in working alongside Carly." --Henry Cloud, best-selling author of *Boundaries*

A perfect gift for graduates! No matter where you are in life, you are not yet all you will be . . . At some point, virtually everyone finds themselves struggling to find their way in life. Perhaps you're just starting out and haven't yet found your personal or professional path. Maybe you've been plugging away for years, trying to live someone else's dream. Maybe you're outwardly successful but plagued by a nagging, soul-level sense of dissatisfaction. Carly Fiorina, who started as a secretary and later became the first female CEO of a Fortune 50 company, can help. Drawing on her own remarkable journey, and empirical evidence accumulated over four decades in the workplace, Carly will show you how to choose a path over a plan, use problems to propel yourself and your organization forward, overcome fear and procrastination, make smart decisions, and reclaim your power and use it for good. Carly Fiorina believes beyond a

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shadow of a doubt that your potential can be unleashed. In *Find Your Way*, she shows you the path to getting there.

Your stomach's churning; you're hyperventilating -- you're in a badly deteriorating conversation at work. Such exchanges, which run the gamut from firing subordinates to parrying verbal attacks from colleagues, are so loaded with anger, confusion, and fear that most people handle them poorly: they avoid them, clamp down, or give in. But dodging issues, appeasing difficult people, and mishandling tough encounters all carry a high price for managers and companies -- in the form of damaged relationships, ruined careers, and intensified problems. In *Failure to Communicate*, Holly Weeks shows how to master the combat mentality, emotional maelstrom, and confusion that poison difficult conversations. Drawing on her many years as a consultant and coach to leaders and executives, the author explains:

- Why we turn to ineffective tactics when the heat is on
- How to avoid the worst pitfalls of difficult conversations, and how to pull yourself out if you fall in
- Ways to regain your balance and inject respect into stressful conversations, even when you've been confronted, infuriated, or wronged
- Strategies for mitigating aggression and defensiveness, and for clearing the fog of misconceptions
- How to get through the hardest conversations with your reputation and relationships intact

Using proven techniques paired with detailed real-life examples, Weeks equips you with the strategies and practices you need to transform even the toughest conversations.

Look around your office. Turn on the TV. Incompetent leadership is everywhere, and there's no denying that most of these leaders are men. In this timely and provocative book, Tomas Chamorro-Premuzic asks two powerful questions: Why is it so easy for incompetent men to become leaders? And why is it so hard for competent people--especially competent women--to

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advance? Marshaling decades of rigorous research, Chamorro-Premuzic points out that although men make up a majority of leaders, they underperform when compared with female leaders. In fact, most organizations equate leadership potential with a handful of destructive personality traits, like overconfidence and narcissism. In other words, these traits may help someone get selected for a leadership role, but they backfire once the person has the job. When competent women--and men who don't fit the stereotype--are unfairly overlooked, we all suffer the consequences. The result is a deeply flawed system that rewards arrogance rather than humility, and loudness rather than wisdom. There is a better way. With clarity and verve, Chamorro-Premuzic shows us what it really takes to lead and how new systems and processes can help us put the right people in charge.

For leaders at all levels, a new system for building “change intelligence”— and for creating results that matter at all levels of your organization

An inspirational, practical, and research-based guide for standing up and speaking out skillfully at work. Have you ever wanted to disagree with your boss? Speak up about your company's lack of diversity or unequal pay practices? Make a tough decision you knew would be unpopular? We all have opportunities to be courageous at work. But since courage requires risk—to our reputations, our social standing, and, in some cases, our jobs—we often fail to act, which leaves us feeling powerless and regretful for not doing what we know is right. There's a better way to handle these crucial moments—and *Choosing Courage* provides the moral imperative and research-based tactics to help you become more competently courageous at work. Doing for courage what Angela Duckworth has done for grit and Brene Brown for vulnerability, Jim Detert, the world's foremost expert on workplace courage, explains that

courage isn't a character trait that only a few possess; it's a virtue developed through practice. And with the right attitude and approach, you can learn to hone it like any other skill and incorporate it into your everyday life. Full of stories of ordinary people who've acted courageously, *Choosing Courage* will give you a fresh perspective on the power of voicing your authentic ideas and opinions. Whether you're looking to make a mark, stay true to your values, act with more integrity, or simply grow as a professional, this is the guide you need to achieve greater impact at work.

To succeed at work, first you need to understand your own brain. If you're in a job interview, how should you think about the mindset of the interviewer? If you've just been promoted, how do you handle the tensions of managing former peers? And what are the telltale mental signs that it's time to start planning your next career move? We know that psychology can teach us much about behaviors and challenges relevant to work, such as making better decisions, influencing people, and dealing with stress. But many popular books on these topics analyze them as universal human phenomena without providing real-life, constructive career help. *Bring Your Brain to Work* changes all that. Professor, author, and popular radio host Art Markman focuses on three essential elements of a successful career--getting a job, excelling at work, and finding your next position--and expertly illustrates how cognitive science, especially psychology, sheds fascinating and useful light on each of these elements. To succeed at a job interview, for example, you need to understand the mindset of the interviewer and know how to come across as exactly the individual the company wants to hire. To keep that job, it's critical to master the mental challenge of learning every day. Finally, careers require constant development, so you need to be able to sense when it's time to move up or

out and to prepare yourself for the move. So many of the hurdles you face throughout your career are, first and foremost, psychological challenges, and Markman shows you how to use your different mental systems--motivational, social, and cognitive--to manage them more effectively. Integrating the latest research with engaging stories and examples from across the professional spectrum, *Bring Your Brain to Work* gets inside your head, helping you to succeed through a better understanding of yourself and those around you.

Empathy is credited as a factor in improved relationships and even better product development. But while it's easy to say "just put yourself in someone else's shoes," the reality is that understanding the motivations and emotions of others often proves elusive. This book helps you understand what empathy is, why it's important, how to surmount the hurdles that make you less empathetic—and when too much empathy is just too much. This volume includes the work of: Daniel Goleman Annie McKee Adam Waytz This collection of articles includes "What Is Empathy?" by Daniel Goleman; "Why Compassion Is a Better Managerial Tactic Than Toughness" by Emma Seppala; "What Great Listeners Actually Do" by Jack Zenger and Joseph Folkman; "Empathy Is Key to a Great Meeting" by Annie McKee; "It's Harder to Empathize with People If You've Been in Their Shoes" by Rachel Rutton, Mary-Hunter McDonnell, and Loran Nordgren; "Being Powerful Makes You Less Empathetic" by Lou Solomon; "A Process for Empathetic Product Design" by Jon Kolko; "How Facebook Uses Empathy to Keep User Data Safe" by Melissa Luu-Van; "The Limits of Empathy" by Adam Waytz; and "What the Dalai Lama Taught Daniel Goleman About Emotional Intelligence" an interview with Daniel Goleman by Andrea Ovens. How to be human at work. The HBR Emotional Intelligence Series features smart, essential reading on the human side of

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professional life from the pages of Harvard Business Review. Each book in the series offers proven research showing how our emotions impact our work lives, practical advice for managing difficult people and situations, and inspiring essays on what it means to tend to our emotional well-being at work. Uplifting and practical, these books describe the social skills that are critical for ambitious professionals to master.

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