

JOEL A. GARFINKLE

DIFFICULT CONVERSATIONS



**PRACTICAL TACTICS FOR
CRUCIAL COMMUNICATION**

Difficult Conversations

Table of Contents

INTRODUCTION, 3

CHAPTER 1: THE COSTS OF CONFLICT, 6

- FINANCIAL COSTS
- PHYSICAL AND PSYCHOLOGICAL COSTS
- WHY WE AVOID DIFFICULT CONVERSATIONS?
 1. "PLEASE, I JUST WANT YOU TO LIKE ME."
 2. "I DON'T WANT TO TALK ABOUT IT."
 3. "THIS IS GOING TO BE A DISASTER."
 4. "I SEE REVENGE AND RETRIBUTION IN MY FUTURE."

CHAPTER 2: A TEMPLATE FOR COMMUNICATION, 12

- PREPARATION
 1. PROBLEM
 2. IMPACT
 3. SITUATION
 4. ASSUMPTIONS
 5. OUTCOME
- CONVERSATION
 1. STEP 1: HOW TO GET STARTED
 2. STEP 2: BEGIN THE CONVERSATION BY LISTENING
 3. STEP 3: WHILE LISTENING, MAKE SURE YOU PRACTICE MIRRORING
 4. STEP 4: CONTINUE THE CONVERSATION BY QUESTIONING
 5. STEP 5: AFTER LISTENING AND MIRRORING, NEXT COMES VALIDATING
 6. STEP 6: ONCE VALIDATED, YOU'RE READY TO SHOW EMPATHY
 7. STEP 7: NOW IT'S YOUR TURN TO TALK
 8. STEP 8: CONCLUDING THE CONVERSATION
- CONCLUSION

Difficult Conversations

CHAPTER 3: A HOW-TO MANUAL FOR SPECIFIC ISSUES 25

- 8 COMMON WORKPLACE DIFFICULT CONVERSATIONS
 1. I NEED TO CRITIQUE SOMEONE'S POOR PERFORMANCE
 2. I WANT TO CORRECT A MISUNDERSTANDING
 3. I'VE HAD MY FEELINGS HURT
 4. I WANT TO ASK FOR A RAISE OR A PROMOTION
 5. I'D LIKE TO PROVIDE CONTINUING AND CONSTRUCTIVE FEEDBACK TO MY EMPLOYEES
 6. I'VE GOT TO BREAK SOME BAD NEWS
 7. I'M BEING HARASSED BY A BULLY IN MY WORKPLACE
 8. I NEED TO FIRE SOMEONE

CHAPTER 4: TYING IT ALL TOGETHER 53

- 15 QUESTION QUIZ
- STAYING ON TRACK

THE BOTTOM LINE 61

JOEL GARFINKLE 62

- BIOGRAPHY & TESTIMONIALS
- RESOURCES

CONFLICT. CONFRONTATION. CONTROVERSY. DISAGREEMENT. TENSION.

They happen in the workplace-and in life. They are unavoidable. Your employees, coworkers, and supervisors won't always see things the same way you do. Differences in opinion can lead to tension, bruised egos, and exploding tempers.

Would you like to know how to talk effectively about touchy topics? Could you use some techniques for dealing with defensive or unpleasant coworkers? *Difficult Conversations* provides a step-by-step plan to help you prepare for conversations about situations such as these:

- ✚ A coworker makes insulting comments every chance he gets.
- ✚ A team member consistently interrupts others in meetings.
- ✚ Your direct report makes negative comments about others.
- ✚ A poor performing employee needs constructive feedback.
- ✚ You have to deliver bad news to your team.

In this book, Joel illustrates how developing the seven core competencies of a great boss can bring every boss from good to great. Here are the seven key qualities that make a great boss:

Difficult Conversations will help you improve your communication and conflict-resolution skills so you can get to the root of the problem-and resolve it-without damaging the relationships you've worked so hard to build.



JOEL GARFINKLE is recognized as one of the top 50 executive coaches in America. Global Gurus named Joel #14 on its list of the top 30 global coaching experts. He is also a Master Certified Coach (MCC) — the highest level of achievement in coaching — and author of 11 books and over 300 articles on leadership. His client list for coaching and corporate training includes Google, Amazon, Starbucks, Bank of America, Microsoft, Oracle, Deloitte, Ritz-Carlton, Genentech, NBC, the NBA, and many other prestigious companies.