

DIFFICULT CONVERSATIONS

Hard Conversations

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Are you dreading a work discussion? In this episode of HBR's advice podcast, *Dear HBR*:, cohosts Alison Beard and Dan McGinn answer your questions with the help of Leslie John, a professor at Harvard Business School. They talk through what to do when you need to set your boss straight, meet with a direct report who wanted your new job, or hash things out with a negative team member.

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Listen to more episodes and find out how to subscribe on the *Dear HBR*: page. Email your questions about your workplace dilemmas to Dan and Alison at dearhbr@hbr.org.

From Alison and Dan's reading list for this episode:

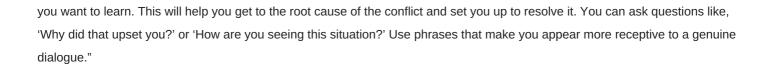
HBR: Taking the Stress Out of Stressful Conversations by Holly Weeks — "Stressful conversations are unavoidable in life, and in business they can run the gamut from firing a subordinate to, curiously enough, receiving praise. But whatever the context, stressful conversations differ from other conversations because of the emotional loads they carry."

HBR: When to Skip a Difficult Conversation by Deborah Grayson Riegel — "In a 2013 Globis survey of more than 200 professionals on the topic of difficult conversations, 97% of respondents said they were concerned about the associated levels of stress for the other person, 94% were worried about damaging the other person's self-esteem, and 92% were fearful of causing upset."

HBR: How to Have Difficult Conversations When You Don't Like Conflict by Joel Garfinkle — "Lean into the conversation with an open attitude and a genuine desire to learn. Start from a place of curiosity and respect — for both yourself and the other person. Genuine respect and vulnerability typically produce more of the same: mutual respect and shared vulnerability. Even when the subject matter is difficult, conversations can remain mutually supportive."

HBR: Choose the Right Words in an Argument by Amy Gallo — "Instead of thinking about what you want to say, consider what





TRANSCRIPT

A transcript will be posted here by January 15.

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