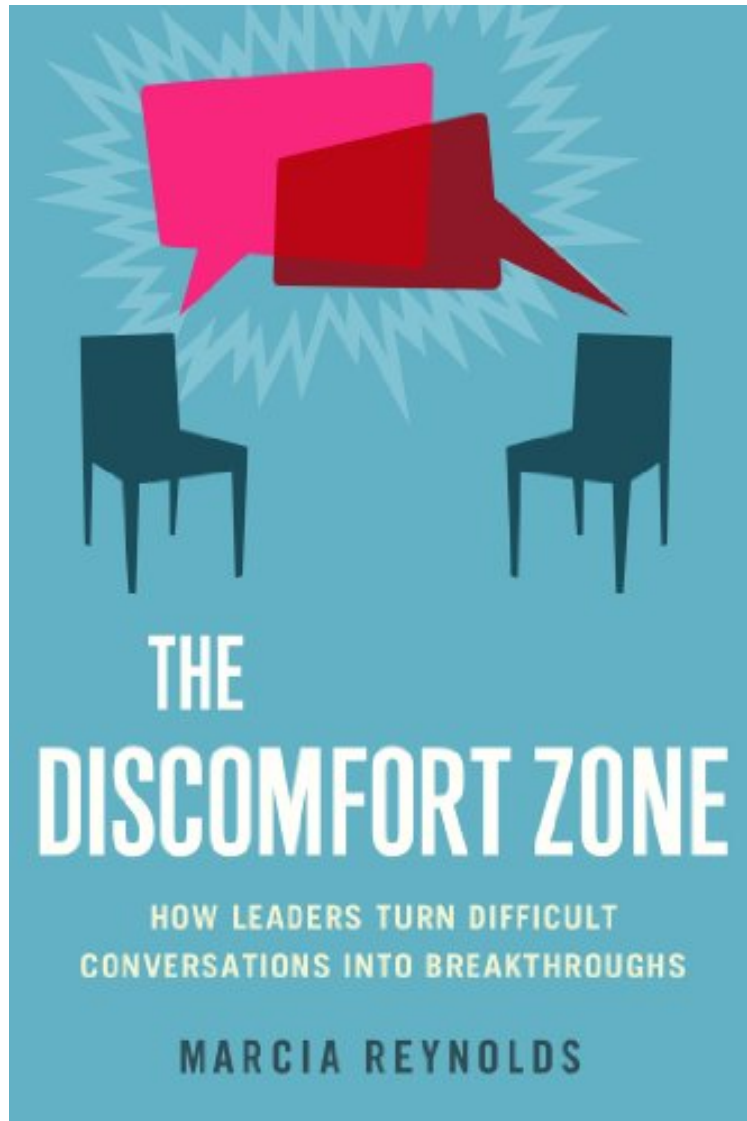


(Ebook pdf) The Discomfort Zone: How Leaders Turn Difficult Conversations Into Breakthroughs

# The Discomfort Zone: How Leaders Turn Difficult Conversations Into Breakthroughs

*Marcia Reynolds*

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**Marcia Reynolds : The Discomfort Zone: How Leaders Turn Difficult Conversations Into Breakthroughs**

before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Discomfort Zone: How Leaders Turn Difficult Conversations Into Breakthroughs:

3 of 3 people found the following review helpful. A strong concept presented without focus. Too safe and comfortableBy C.P McNamaraThe initial concept proposed in the book is excellent. By embracing the discomfort zone, you and your relationships can grow - I think that was the overall thesis of the book. However, once addressed,

the book becomes a mess. The author tries to touch every topic self help topic from basic interpersonal skills to habit changing to finding your passion, and she does it in a rehashed, generic way (trying to blanket it under the concept of the discomfort zone). I think a shorter book that delved deeper into the concept of how discomfort promotes growth would be much more useful. As stands, I could only recommend the first 30 pages.

0 of 0 people found the following review helpful. Surprisingly naive!

By Abdurrahman This book is about coaching using what the author calls "The Discomfort Zone" and a process summarized in "DREAM": Determine, Reflect, Explore, Acknowledge, and Make. I simply couldn't complete the book, and ended up skimming and reading the end of chapter summaries and takeaway points. The reason is that the author started to repeat herself over and over again, and the examples given are nothing but surprisingly naive. I hate these kind of books where the claim is "I have discovered something new and better than anyone else... let me tell you about it!" only to see the ideas are deeply rooted in similar literature. This one was about coaching, and the key behind coaching is asking the right questions. Use the simple GROW model (Goals, Reality, Options/Obstacles, and Way forward) instead of this twisted model of "The Discomfort Zone".

6 of 7 people found the following review helpful. WOW!

By Judith C. Tingley The Introduction grabbed my attention. "People need to be aroused by surprising statements about their behavior and by questions that make them stop and think about what they are saying . . . If you act on this moment by helping to solidify the new awareness, their minds will change." WOW! I was hooked from the start when Reynolds pointed out that the discomfort zone is when the brain is most open to learning. I had never read anything similar to what she proposed. I had intuitively and occasionally tried unorthodox approaches when working with oppositional, seemingly resistant, stuck people, but never put together definitions, descriptions, a solid theory and practice. Reynolds has always had a new, original perspective on work, life, relationships, coaching and mentoring. She's ahead of the game, and she's done it again in *The Discomfort Zone*. Her focus is on how the message is felt and heard by the receiver. A warm, accepting, nodding, non-judgemental message from a leader gives the receiver one more opportunity to stay stuck. An uncomfortable, surprising, unexpected message gives the receiver an opportunity to learn, change, move in a new direction. Reynolds does to readers what she suggests that leaders do with people they are coaching or mentoring. She puts us in the Discomfort Zone with her breakthrough thinking. Readers may feel cowardly and a bit stale until they try out what she suggests in order to get less uncomfortable. This happily short, cut-to-the-chase book (164 pages) is well-organized and researched, packed with practical, useful, creative thinking and examples of practice for the experienced leader in a variety of situations — as well as any intelligently brave person who wants and needs a new, better way to handle a difficult conversation.

You want people to stretch their limits, but your conversations meant to help them often fall flat or backfire, creating more resistance than growth. Top leadership coach Marcia Reynolds offers a model for using the Discomfort Zone — the moment when the mind is most open to learning — to prompt people to think through problems, see situations more strategically, and transcend their limitations. Drawing on recent discoveries in the neuroscience of learning, Reynolds shows how to ask the kinds of questions that short-circuit the brain's defense mechanisms and habitual thought patterns. Then, instead of being told, people see for themselves the insightful and often profound solutions to what is stopping their progress. The exercises and case studies will help you use discomfort in your conversations to create lasting changes and an enlivened workforce.

"While difficult conversations may be the most dreaded task of any manager, Reynolds (*Outsmart Your Brain*) maintains that if handled effectively they can lead to greater employee investment and retention. Key to this approach is establishing trust and then progressing to reflective feedback and stimulating questions to help others regard situations more purposefully and grow beyond self-set limitations. The DREAM acronym sums up Reynold's insights: Determine, Reflect, Explore, Acknowledge, and Make sure. In essence, this book serves as a course in active listening for business. VERDICT Learning the skills set forth in this work would be a plus for any leader." — *Library Journal*

"The book offers a number of helpful tips to probe in a tender way and maintain equilibrium in the discomfort zone. The value of such conversations is obvious, and if you want to try helping others through the discomfort zone, the book may be a good place to start." — *The Globe and Mail*

"Exceptionally well organized and presented, *The Discomfort Zone: How Leaders Turn Difficult Conversations Into Breakthroughs* is as informed and informative as it is thoughtful and thought-provoking. Very highly recommended" — *Midwest Book*

"even experienced coaches will learn something new." — *People Management*

"This book is for leaders and coaches who want to create breakthroughs with people who are stuck or resisting change." — *Talent Growth*

"This is that book you want to keep close by, to turn to again and again to further your skills with those difficult conversations in the discomfort zone." — Zane Safrit, blogger

"Marcia gives real-world, rubber-meets-the-road insights and tactics to make our interactions count." — Vickie Sullivan, blogger

"Reynolds provides brilliant, grounded, and pragmatic tools to elevate a coaching conversation to an opportunity for growth." — Kevin Cashman, Senior Partner, Korn Ferry, and author of the bestselling *Leadership from the Inside Out* and *The Pause Principle*

"As a

CEO, my success depends on my ability to coach my team through difficult situations that could hold us back. Dr. Reynolds's book opened my mind, heart, and gut, teaching me how to listen and to truly have breakthrough moments with my team."—Krista Endsley, CEO, Abila "Reynolds is a master at applying her extensive knowledge of the brain to the practical realities of leaders. She brilliantly applies the latest research on behavioral change to help leaders create significant learning moments."—Deb Giffen, Director, Innovative Learning Solutions, Wharton Executive Education

About the Author Marcia Reynolds, PsyD and Master Certified Coach, is president of Covisioning, a leadership training and coaching firm helping organizations unleash the brilliance in their people. She is the author of four books, including *Outsmart Your Brain* and *Wander Woman*.