



COURAGEOUS CONVERSATIONS

The Mulvaney Group, Inc.

When you need to fix the unfixable. When you worried that a lawsuit is just around the corner or you are looking at a discrimination complaint. When you need an OD intervention to solve the behavioral issues quickly, effectively and efficiently.

Tim Mulvaney's experience has shown to reduce employee attrition (by 50% for one client), to increase revenues (25% for another), and to reduce turnover costs (\$500,000 for one retained executive).

Some clients include:

- Altria Corporate Services
- Best Buy Company
- Blue Cross Blue Shield of Minnesota
- Brookdale University Hospital and Medical Center
- Cambridge University Press
- Carat USA
- Cargill
- Citigroup
- Collegiate Church Corporation
- Columbia University
- Consumers Union, publisher of Consumer Reports
- Fairview Health Services
- International Truck and Engine Corporation
- Medtronic, Inc.
- Methodist Hospital
- Prudential Financial Services
- RBC Dain Rauscher
- Standard Americas
- United Auto Workers – GM
- United States Tennis Association
- Volunteers of America
- Weight Watchers International



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“Can I take back what I said?”

October 11, 2007

Courageous Conversations: to fix the unfixable

October 11, 2007 Coffee Conversations Lessons Learned

Topic: Brian, from Human Resources, just found out that some male members of the housekeeping staff have been taking inappropriate pictures of themselves on their camera phones. They have been showing the pictures to other staff members - male and female. Brian also just found out that this has been going on for a couple of years.

The department leadership has collectively shrugged their shoulders and said, "whatcha gonna do?" This behavior obviously needs to stop immediately. Brian decides to start with Helen, the Director of Housekeeping to find out what she knows and how this situation has existed for so long.

- **Reaffirm Helen's contribution**

- I can't stress this enough. The goal is always to keep the receiver in the conversation long enough to come to a reasonable resolution. You also want to keep the size of the problem manageable - even if it is a big one. Reaffirming Helen's good work helps her to feel valued and to understand the severity of the issue. Not too mention her responsibility to do something about it.

- **Ask questions for understanding**

- Early on in the conversation, Brian found out that Helen has known for a long time about the picture taking. Understanding some more about what she has known and why she hasn't done anything to stop it, helps Brian to fashion a solution that could work.

- **Consider all the options**

- Sometimes it can be easy to dismiss a possible solution because we immediately think it won't work. But, here again, acknowledge the value of the consideration and spend a minute or two talking through the positives and negatives. Maybe taking the cameras away is not the right solution, but by exploring the option the workable solution can be found.

- **Be clear about the consequences**

- For Helen. For the department. For the employees.