



# COURAGEOUS CONVERSATIONS

## The Mulvaney Group, Inc.

To fix the unfixable. When you're 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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## “How about we cut your party instead?”

November 13, 2007

**Courageous Conversations** to fix the unfixable

**November 13, 2007 Coffee Conversations Lessons Learned**

*Topic:* Times have been tough. Business is down, profits are thin, budgets are tight. Your job today is to talk to your best, your most profitable, your most reliable employee and to let him know that he has to curb his expenses. No more non-client facing travel, no more all-expense paid lunches at 5-star restaurants. He has never had to pay attention to expenses before because his sales have always been at the top, but times are different now.

- ***Reaffirm Dick's contribution***

- The universal tactic in every Courageous Conversation. Acknowledge the contribution of your conversation partner to the success of the business. And in this case, it is the core issue that makes this conversation tricky. Dick is the best salesperson. It is going to be hard to ask him to cut his holiday party.

- ***Make it a team problem***

- Scooter did an excellent job of making the 10% cut a group issue. “What do you think?” “Do you have ideas about that?” He first laid out the issue, e.g., here is my mandate: cut 10%. Then he asked for reaction and input from Dick and began to negotiate from there.

- ***Consider all the options***

- Eventually Dick came to the conclusion that maybe Scooter should cut his party or his direct expenses first, before asking Dick and others to do so. The conversation ended at this point, the learning is the same - consider all the options. Maybe the party needs to be a breakfast or lunch, rather than cocktails and dinner. Explore the possibilities.

- ***Be clear about the reality***

- Scooter needs to go back to his bosses and describe how he is going to cut 10%. Be clear with your partner that that is the reality. Some of the options explored don't get him there or aren't feasible.