



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



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“Maybe it wasn’t such a good idea to bring him here”

September 18, 2007

Courageous Conversations: practical solutions to real-life problems

September 18, 2007 Coffee Conversations Lessons Learned

Topic: Yang was transferred from Shanghai to your office to be part of your very important project. He is an expert in the field. He arrived two weeks ago and since then he has been calling Gina, your HR rep. for everything starting from needing a driver to pick him up and bring him to work, to asking for a blanket because he was cold at night and who could turn up the heat in his apartment.

Gina was very patient in the beginning but doesn't know how to deal with Yang anymore. She thinks it was a mistake to transfer him because he seems not to be able to do anything. Out of desperation she turns to Cal, Yang's boss, to discuss Yang's demands.

- **Reaffirm HR's contribution**

- A universal aspect of an effective Courageous Conversation is to reaffirm the employee, her contribution, and her value to the organization. Even when you are talking to a fellow employee who provides services to you, it helps to keep everyone on the same page. Cal even thanked Gina for raising the issue and bringing it to him so promptly, rather than letting it fester and becoming something bigger.

- **Ask questions for understanding**

- Before offering solutions, Cal clarified what Gina was saying to be sure he understood the situation before racing right to possible solutions.

- **Acknowledge the emotion**

- Gina is overwhelmed by all the requests. And she doesn't want to appear to not be doing her job. When Cal noticed and acknowledged her being overwhelmed there was a noticeable relief in her voice.

- **Consider potential cultural differences**

- Cal had a good understanding of the potential cultural issues. So instead of just deciding that Yang is trying to make trouble, consider all the possibilities. And then be willing to research the differences if you need to.