



# 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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## “What? You think I can’t read this properly?”

January 9, 2008

**Courageous Conversations** to fix the unfixable

### January 9, 2008 Coffee Conversations Lessons Learned

*Topic:* Nancy is working in an international company and has a colleague in their Brazilian subsidiary. They communicate by phone or by email only. Nancy conveyed some important facts by CAPITALIZING these facts in an email. Shortly afterwards her boss Michael called her into his office. Nancy learned that Raul had badly complained about her.

- **Define expectations upfront**

- The more distance that is created on a team - space, time zone, continent - the more important it becomes set clear norms and expectations upfront. That means avoiding phrases like, “however you do it will be fine,” or “take as much time as you need.” When you don’t like the way it is done or takes too much time, there is no agreed upon place to return.

- **Check-in points**

- Even though Nancy thought that everything was fine and there seemed to be no friction in her relationship with Raul, apparently something had gone wrong. Maybe inadvertently. Maybe a number of small things built up. But return to the norms you created at the beginning and make sure everything is on track. Check in on content and process. Content, the work itself. Process, how we are doing the work.

- **Find a time to speak face-to-face**

- The words are one small piece of communication. Inflection and tone of voice is another. But we all know the biggest part of communication is body language, facial expressions, etc. Without ever having seen each other, made it difficult for Nancy and Raul to navigate the difficulty.

- **Have a direct conversation - twice - in different native languages**

- Take Michael out of the middle. Nancy and Raul can have a conversation once in his native tongue and once in hers. Level the field by making each one work to understand the other when he/she is speaking in his/her native language.