



# 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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“...’cause you may have a small fit about this”

December 20, 2007

**Courageous Conversations** to fix the unfixable

## **December 20, 2007 Coffee Conversations Lessons Learned**

*Topic:* Jake is the project's leader. He need to let Randy, his boss know that the budget and the deadline will slip. Randy is not known for being open to this kind of news. Jake's challenge will be to make sure he does know, does understand the situation and especially what help Jake needs to get back on time and budget.

- **Setup a meeting**

- Jake interrupted Randy's day. It was urgent and he did need to talk about the situation right away. But if possible, setup a meeting. Find some time that works for both of you. It also gives Jake the opportunity to compose his thoughts and determine what he is going to ask for from Randy.

- **Have alternatives**

- What is it that Randy can do to help? Call the vendor? Ask Bill, his boss, to make a call? Jake needs to consider 2-3 options that will work for the project and for Randy.

- **Stay on task**

- In Randy's frustration, he threw out a couple of knee-jerk solutions because he is looking for someone or something to blame. He first settled on Jake's vacation. Jake took the bait for awhile and defended his vacation. Then it became about who selected the vendor. A reasonable point to discuss, somewhere down the road, but won't help fix the current issue.

- **Take responsibility**

- Jake is the project leader. It is his job keep the project on time and budget. So, keep the tone positive and responsible. In the conversation, Jake said that the vendor had not gotten the first order completely done yet. This fact would have been an opportunity to inform Randy earlier on that a problem may be occurring. So that when today's conversation occurs, it is not the first time he is hearing there maybe a problem.