



THE MULVANEY GROUP



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:

- Aegis Media / Carat USA
- Altria Client Services
- Best Buy Company
- Blue Cross Blue Shield of Minnesota
- Brookdale University Hospital and Medical Center
- Cambridge University Press
- Cargill
- Citi
- 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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“Do you have to stand so close?”

August 12, 2008

Courageous Conversations to fix the unfixable

August 12, 2008 Coffee Conversations Lessons Learned

Topic: Steve’s boss stands too close to him for comfort. So much so, that Steve has a hard time concentrating on the task at hand because he is focused on the lack of air between him and his boss, Mark. He decides he has to say something to Mark.

Because the volunteer who played the boss, Mark, did such an amazing job, our Lessons today are geared towards being on the receiving end of this conversation.

- ***Be open to the request***
 - Listening to his employee, Mark can see and hear that this is awkward for Steve to say. Mark even acknowledges that must be hard for Steve to bring it up. But he also makes it easy for Steve, by saying things like, “if nobody says anything, I don’t know I am doing anything wrong.”
- ***Reassure the employee***
 - As is always the the case in a Courageous Conversation, you will need to reassure the employee that all is OK. Mark is willing to hear the request and figure out some accommodations.
- ***Be willing to have multiple conversations***
 - Mark and Steve will need to find a middle ground about what is an appropriate distance in the appropriate setting. So, they will have to have multiple conversations as they “practice” together about what makes sense, when.
- ***Avoid “suck it up”***
 - This phrase - in the Round Two conversation - is unhelpful in quickly and easily finding a solution to this relatively minor problem.