



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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“Do me a favor?... Stop denying the Holocaust”

October 31, 2007

Courageous Conversations: to fix the unfixable

October 31, 2007 Coffee Conversations Lessons Learned

Topic: Adrian’s coworker, Mahmoud, continually expresses his views about the Holocaust. He insists, despite it being one of the most documented atrocities in history, that the size, scale and truth of the period is in question.

Adrian decides he needs to say something to Mahmoud about this because it is impacting his ability to work effectively with him.

- ***As soon as possible***

- Adrian let his anger, frustration and disbelief build up over a long period of time. This meant that by the time he did say something to Mahmoud, all those emotions “blasted” out all at once. He came out swinging in the first sentence and both got backed into their respective corners very quickly.

- ***Decide on what you want to say***

- At least two possible conversations. One is simple, one is complex. Decide if the conversation will be about the Holocaust itself and the two parties varying views. Or is it that Adrian just needs Mahmoud to stop talking about his beliefs with Adrian? Depending on the agenda, the tactics will change.

- ***Avoid inflammatory language***

- Both Adrian and Mahmoud continued to use language and analogies that did not help to reach a mutually-agreeable solution for this situation. Because of that language, both staked out their ground and became immovable. In the debrief, Mahmoud said that it felt like he had to “defend his boundaries.”

- ***Be willing to leave the conversation...for now***

- Once the conversation became too heated, it became time to stop, to disengage from the conversation. Both parties needed to take a break, catch their breath and attempt to come at this with cooler heads. They are going to continue to work together, so they do need to find a resolution.