



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
- Didit LLC
- 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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“You want to do what?”

June 26, 2008

Courageous Conversations to fix the unfixable

June 26, 2008 Coffee Conversations Lessons Learned

Topic: Kathy has more to offer her company. She is committed to building her career with this organization. But to do that, she may need to move to a different department to expand her understanding and knowledge of the company. But she knows her boss, Kevin, doesn't want to let her go or lose her from her current position. Kathy decides to speak to Kevin about getting more and different experience.

- **Be prepared**

- Always the case, but particularly true in this conversation. Kathy is asking to take on some new roles and responsibilities. It is incumbent upon her to have some ideas on what those new actions would be. Is there a specific project coming up that she would like to be a part of? Is there a task force that she could be a member? Maybe there are some projects that are waiting to get started that she could spearhead? Be prepared with some options.

- **Be a peer**

- To be a peer, in the conversation, with the boss, requires an employee to push back - even slightly - to stake out his/her ground. If the boss takes over the conversation and the employee doesn't get to say what he/she came to say, then they weren't being peers.

- **Listen, Acknowledge, Stay on track**

- This means, acknowledge what you are hearing and redirect the conversation back to what you came to talk about. Kathy has a specific topic in mind - her career. Kevin just wants her to keep doing what she always does. Kathy could stay on track with, “I hear that you have other things for me to do as an assistant, and I would be glad to talk about that, but today, the thing I want to talk about is how I can do more in some form of management role.”

- **Draw on the history**

- As you prepare, think about what you know about your boss. How does she/he like to get information? Before the meeting? During? Handouts? Bullet points?