



# COURAGEOUS CONVERSATIONS

## The Mulvaney Group, Inc.

When you need to fix the unfixable. When you 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
- Consumers Union, publisher of Consumer Reports
- Fairview Health Services
- Federal Reserve Bank of Minneapolis
- International Truck and Engine Corporation
- Lutheran Services of Iowa
- Medtronic, Inc.
- Methodist Hospital
- Prudential Financial Services
- RBC Dain Rauscher
- United Auto Workers – GM
- United States Tennis Association
- Volunteers of America



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## “Why are you listening to them?”

June 19, 2007

**Courageous Conversations:** to fix the unfixable

### June 19, 2007 Coffee Conversations Lessons Learned

*Topic:* Sheila has been receiving complaints about Kristy's management behavior from a variety of sources around Kristy - direct reports, other managers, etc. Most of these folks are so upset and dismayed by the behaviors that they would like to see Kristy fired. And they can't really understand why that hasn't happened yet.

Sheila has not seen these behaviors herself, but the chatter has gotten so loud that she decides she needs to talk to Kristy about this information.

- **Be prepared**
  - Sheila said she wasn't sure where she was trying to go with the conversation, how much information to share, etc. Take a few minutes before initiating the conversation to determine what is the outcome you want to achieve. And how are you going to share the information you have.
- **Be specific**
  - Do your due diligence. Sheila has received multiple complaints about Kristy's behavior and yet doesn't seem to have any specifics to share. The manager needs to be able to illustrate the issues.
- **Encourage others**
  - Once again, the manager has taken on a problem that is actually between Kristy and her direct reports. Encourage others to talk directly. Offer help and guidance to do that.
- **Reaffirm the relationship**
  - First thing Kristy was worried about - “Am I getting fired?” Reassure the employee that at this point, this is not job-threatening.
- **Create a plan**
  - How are you going to find out what is true and what isn't. Work together to create a plan to gather specific information in order to decide a course of action.