



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 in 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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“How can I trust you... with anything?”

August 23, 2007

Courageous Conversations: to fix the unfixable

August 23, 2007 Coffee Conversations Lessons Learned

Topic: Carol was outed by Steve in a conversation Steve had with his direct report, Sean, back in July. Carol is out to her immediate work group, but not necessarily to the entire organization. She has decided to talk to Steve about this situation.

- **Take the risk**
 - The relationship is currently damaged. Without this conversation, the two of them will stop speaking or only when the work absolute requires interaction. Take the risk to fix the relationship.
- **Be clear about the seriousness**
 - Carol immediately used her tone of voice to signal to Steve that this was a serious issue to her. She also asked him to step into her office for a few minutes. You can hear Steve receiving the message - “Oh!?”
- **Clarify the facts**
 - Carol had heard that Steve outed her as a lesbian. But before she went too far down the path of confronting him about using her personal information to make a larger point, she asked, “Is this true, did you do that?”
- **Ask questions for understanding**
 - Steve spent a lot of time making his case for what he was trying to do - increase awareness, build safety, be an ally. He could have spent more time asking questions to understand why this was a problem. He had seen Carol out with her partner, so it is a bit confusing as to how her being a lesbian isn’t public information since he saw them in a public setting. Ask more questions to understand.
- **Acknowledge the emotion**
 - Acknowledge the reality that Carol is angry about this situation. She had thought they had an agreement about what was public and what was private. In her mind, Steve broke that agreement. Acknowledging the anger is as simple as, “I’m angry about this, and here is why...” Steve doesn’t have to fix it, just hear it.