



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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“I want you to get him to stop”

February 21, 2008

Courageous Conversations to fix the unfixable

February 21, 2008 Coffee Conversations Lessons Learned

Topic: Sasha stops by Mike's office, her boss, to tell him that she doesn't like the emails, attention and invitations she is getting from Gordon in Engineering. She wants Mike to take action to get Gordon to stop.

- ***Is this the right time?***

- Mike only had 10-minutes to talk. But what Sasha liked about knowing that upfront gave her the opportunity to decide, can I have this conversation in 10-minutes? Is this the right time for me? And if not, she could then schedule the conversation for later when Mike is back in his office. Don't take the time, just because it might be available. Take the time when you are ready.

- ***Be direct***

- Until Sasha said, “I think I am being harassed,” Mike didn't know what she was talking about. And Sasha thought she was being clear as a bell as she described what was happening with Gordon. But up until that point, it sounded to him like just another problem to fix. And a problem he didn't necessarily want to take on. It is a problem for him to fix, but a very specific one, with specific rules and guidelines. By using the word “harassed” it puts the issue into the right context.

- ***Be human***

- As a manager, as a supervisor, be genuinely sympathetic to the difficulty in raising the issue. In the fact, that you don't want harassment to be happening in your organization and you don't want folks to be subjected to it. Don't over promise the outcomes, but be human in the feeling.

- ***What's next***

- What happens now? As the manager, Mike described what the next steps would be - calling HR. And even if that is the only thing he knows for sure - we call HR now - he needs to state that and reassure Sasha that it will be confidential to the greatest extent possible.