



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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“What’s with you people?”

April 24, 2008

Courageous Conversations to fix the unfixable

April 24,, 2008 Coffee Conversations Lessons Learned

Topic: Calvin has been working on a project for his boss for months. The information for the report comes from all the other business units. He has been in contact with at least one representative from each unit to collect and analyze the data. Calvin's boss continually changes what he wants and how he wants it. Calvin has to go back to the units to ask for more and different information. Celia, one of the units' representatives snaps, and takes Calvin to task on this latest request. He needs to take the heat without "selling out" his boss, the process, or his unit.

- **Listen**

- Step Three of the Relate Model is to Listen. By listening with empathy to Celia’s plight around this request, to Calvin where he needed to go. During the debrief Celia talked about how his listening, “gave me no place to go.” She is not entirely happy about the request, but she also knows that she will need to meet the demand, nonetheless.

- **Be truthful**

- It is easy to make all sorts of promises about all sorts of things. But the goal is to be honest and truthful about what you can do and what you can’t. During one portion, Calvin actually even says, “I don’ t have the expertise to help you.” In essence, “no.”

- **Demonstrate your empathy**

- Calvin knows he is making troublesome requests. He knows this is the third or fourth time he has been back to ask for information. He knows it is an imposition. Be empathic to the situation that the client is in. As the acid test question in the Relate Model’s Step Four says, “does your conversation partner feel heard and respected?” If he/she does, then you can end this conversation as partners, not adversaries.

- **Be prepared**

- Think about alternatives before the conversation, so that you can offer them in the conversation. Being prepared will help avoid making promises you can’t keep.