

The Mulvaney Group, Inc.

The Mulvaney Group helps individuals and organizations have Courageous Conversations™. This means people have dialogue with those they don't normally speak to about things they don't normally speak about. As well as, with those they speak to all the time about topics they would rather avoid.

TMG's 15 years of experience has shown to reduce employee attrition (by 50% for one client) and to increase revenues (25% for another).

Some clients include:

- American Express Financial Advisors
- Best Buy Company
- Blue Cross Blue Shield of Minnesota
- Brookdale University Hospital and Medical Center
- Business Loan Express
- Citigroup Global Corporate and Investment Bank
- Citigroup Private Bank
- Consumers Union, publisher of Consumer Reports
- Credit Suisse First Boston
- Deluxe Corporation
- Fairview Health Services
- Fallon McElligott
- Federal Reserve Bank of Minneapolis
- International Truck and Engine Corporation
- Medtronic, Inc.
- Prudential Financial Services
- RBC Dain Rauscher
- SIB Mortgage
- United Auto Workers – GM
- United States Tennis Association

“Am I getting fired?!?!?”

Courageous Conversations to engage in dialogue with people we don't normally speak to on topics we don't normally speak about (race, gender, orientation). Or to with those we speak to all the time about topics they would rather avoid (inappropriate behavior, job performance, money).

September 9, 2005 Coffee Conversations Lessons Learned

Topic: Shelley the supervisor, delivers some bad news to her employee, Sam, about his performance. She has been holding on to this information and has avoided this conversation.

- *Deliver “bad news” as soon as possible*
 - Do not hold onto information about an employee's behavior until the performance review or until it is too late.
- *Allow room for the employee's viewpoint*
 - This news came as a surprise to Sam. Be sure to allow room for him to argue, disagree, offer alternatives, and understand the issues.
- *Give an agenda*
 - At the beginning of the meeting layout what will happen during the course of this discussion.
- *Reduce the confrontational mindset*
 - By holding onto the bad news, or just not wanting to talk about it, fuels the fire for a confrontation. This mindset can show up in the tone of voice, not leaving room for his viewpoint, etc.
- *What are the consequences*
 - If there is a timeframe, be clear about that. If there is no timeframe, be clear about that.