

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

“Isn’t there someone we can give a bad grade to?”

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).

March 15, 2006 Coffee Conversations Lessons Learned

Topic: Simon, the manager, has been singled out by HR as a manager who rates his people better than should. He knows he is one, if not the, primary perpetrator in his group. But, he can’t bear the idea of having a performance conversation that is not entirely positive. Nonetheless, he initiates a conversation with Rebecca, his direct report, about this situation, and her own grade inflation. Let’s take a look at what happened and the risk level.

- *Low Risk*
 - Simon and Rebecca took low risks in this conversation. Neither spoke the truth of the current situation, how they felt about the situation, or their part in the current dilemma. The end result is collusion to tinker around the edges and maintain the status quo.
- *Medium Risk*
 - To take a medium level of risk, Simon or Rebecca would have to begin to admit that maybe they have rated some folks higher than they deserved.
- *High Risk*
 - A high risk would be for Simon to admit his complicity in raising the performance grades to avoid having the uncomfortable conversations regarding employee performance. He would have to disclose his discomfort. He may even have to admit he is not sure how to handle the situation now.

When first beginning to have Courageous Conversations, we don’t throw ourselves completely into the water all at once. We test the waters slowly. The goal is to continually raise the level of risk-taking. To raise our level of proficiency and to raise the level of effectiveness in our work group. So eventually we can dive right in. head first, off the high platform.