

The Mulvaney Group, Inc.

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

TMG's 15 years of experience has 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
- Carat USA
- Cargill
- 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.
- New York Methodist Hospital
- Prudential Financial Services
- RBC Dain Rauscher
- United Auto Workers – GM
- United States Tennis Association

“What have you been doing with all your time?”

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 with those we speak to all the time about topics we would rather avoid (inappropriate behavior, job performance, money).

April 18, 2006 Coffee Conversations Lessons Learned

Topic: Mid-point review time. An employee is “very busy.” Yet, the goals and objectives discussed at the last review (approximately three-months ago), are incomplete and some not even begun. The manager spoke to the employee about this situation.

- *One issue at a time*
 - The manager and the employee need to focus on the issue at hand and not raise every issue that has ever been discussed. This “grab bag” of issues clouds the current conversation and makes this issue seem insurmountable.
- *Be direct*
 - The employee made some commitment at the last review. Those commitments have not been acted upon. The manager was not kept-up-to date. The manager's dissatisfaction with this situation needs to be stated clearly and directly.
- *Hold the employee accountable*
 - It is also the employee's responsibility to alert the manager to issues. So, if the employee is being pulled in “fire fights” that don't move the objectives forward, he/she needs to say something before it becomes a problem where deadlines are missed and projects are incomplete.
- *Ask specific questions and build on the relationship*
 - Ask questions early on in the conversation. Get the employee talking about what is happening, why the objectives aren't being met. Use this as an opportunity to strengthen the relationship by offering support while holding him/her accountable to the results.