

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

“Do You Know Who I Am?”

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).

May 12, 2006 Courageous Conversations Lessons Learned

Topic: The company president's assistant does not respect the boundaries and procedures of the organization or human resources. The assistant hired an employee without telling HR. The new employee has already been working since last week.

- *Minimize the personalities*
 - Highlight the impact this situation has on the overall effectiveness of the organization. That this is not about you, not about me, but without the appropriate procedures, the company is at risk.
- *Be willing to have a third person facilitate*
 - Sometimes it is just too hard to remove ourselves from the emotion or the personalities. It is OK to have a third party - someone who is disinterested - to help navigate to a solution.
- *Educate over time*
 - Provide the assistant with information about the process one step at a time. Maybe he/she doesn't need to understand the entire process today, but start with one small step. After that step is secured and followed, teach him/her the next one.
- *Avoid the “hard and fast” rule*
 - With a personality like this (do you know who I am?), laying down a hard and fast rule will only create more antagonism between you and the person. You may win the battle, but lose the war over time.