

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

“Don’t make me go to HR”

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 15, 2005 Courageous Conversations Lessons Learned

Topic: Ed, SVP, heard through the grapevine that Walter, an employee, was dissatisfied with Ed’s management style. Walter is getting to ready to lodge a formal “hostile environment” complaint with HR. Ed decides to try to “nip this thing in the bud” by initiating a conversation with Walter to find out where it went wrong

- *Gather information*
 - In this first conversation with Walter, the goal is to get a good understanding of how he sees the situation. So that means,
- *Ask a lot of questions*
 - Ask for examples. And when he gives a specific example, ask for details about those specifics.
- *Don’t make commitments*
 - Don’t promise changes or make commitments that you aren’t sure you can keep. Or to make statements just to appease Walter or to end the conversation.
- *Don’t attack*
 - The impulse is to be defensive, explain yourself and show how Walter’s perception is wrong. When you feel the desire to explain yourself, ask another question instead.
- *Ensure Walter knows his rights*
 - It is well within Walter’s rights to go to HR and lodge a complaint. As much as Ed doesn’t want that to happen, it helped when Ed reinforced the idea. What do you think? Did I capture our learnings?