

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:

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

“I know this is awkward”

Courageous Conversations to engage in dialogue with people we don't normally speak to about things 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).

December 13, 2006 Coffee Conversations Lessons Learned

Topic: It is performance review time and Fred, the manager, needs to give feedback to his new employee, Ethel. Ethel worked for Ricky most of the year, but joined Fred's team about 6-8 weeks ago. Fred's job is to convey Ricky's information, keep Ethel engaged in the conversation, and be future-oriented.

- **Set a positive tone and language**
 - Set a positive tone. Despite the impulse to do all the talking and make this about the manager's need to convey information, try to start with a positive tone that is about building the team, together with the employee.
- **Be honest - acknowledge the awkwardness**
 - Fred and Ethel are in an awkward position. Acknowledge that fact. Ethel talked about the relevance of talking about information that Fred hasn't necessarily seen firsthand. Fred acknowledges her statement as a true fact, but agrees to do the best he can. This prevents the concern from being a “show-stopper.”
- **Ask what the employee needs from you**
 - Fred took a risk to ask Ethel what she needed from him. She wasn't able to respond right in the moment, but it did open the door to future conversations where she can ask for something from Fred. Fred seemed to be open to being a partner in creating Ethel's success
- **Create a plan**
 - What happens next? How will success be defined? At the end of the conversation, both Fred and Ethel agreed to a plan to develop her action plan. There will be multiple conversations. Fred wants to take the “guess-work” out of knowing whether Ethel has been successful. Create a plan to define the behaviors as clearly and succinctly as possible.