

# 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

# “Can’t you do something at your level?”

**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 20, 2006 Coffee Conversations Lessons Learned

*Topic:* Sandy’s manager, Keith, has asked her to speak with one of her employees about the employee’s ‘inappropriate’ dress. Sandy tells Keith that whenever she does this, her staff member points out that others in the department are not in compliance with the dress code (that other managers and supervisors are not enforcing) and even one of the other managers is not in compliance. This has been an ongoing topic of conversation in your department.

- *Make it a mutual problem-solving conversation*
  - An overall goal is to make this conversation on the dress code a mutual problem-solving session. Sandy has spoken to the employee before, so just repeating that event will not solve the problem.
- *Be specific*
  - When asking your manager to do something, be as specific as you can about what the action looks like.
- *Be willing to negotiate*
  - Once you know what you want or need, be willing to talk with your manager about the options. The initial “thing” you want may not be doable, so you want to try to find an alternative that will work.
- *Stay in the conversation*
  - Even when your managers balks at what you are asking the goal is still to stay in the conversation to be able to find a mutual agreement. If you give up too soon, you will be stuck with the unresolved problem.