

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

"It's because of my race...isn't it?"

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).

February 28, 2006 Courageous Conversations Lessons Learned

Topic: Your employee comes into your office to talk about his work arrangements and the assignments he receives. He tells you he thinks he gets the less desirable slots because he is the only black person on the team.

- *Validate the employee*
 - Be sure to let the employee know that you hear his concerns, take them seriously, and want to do something about them.
- *Listen to what they say*
 - Try not to be defensive, but ask open-ended questions that help you get to the bottom of the concern.
- *Find the real issues*
 - Locate the things you can do something about, and those you can't. Be specific. Gather details about the schedule, the work assignments, or whatever specific situations the employee is thinking about, so you can be as tangible as possible.
- *Make the time for the conversation*
 - If you don't have time right then when he walks in your office, be upfront with the employee about your time constraints and set up another time to engage in the dialogue. And make the time as soon as possible, e.g., when you are back from your meeting, first thing in the morning, etc.
- *Be proactive*
 - A lot of emotion had built up in Ramon. Shelley could have initiated a Courageous Conversation with Ramon before the situation got to this point.