

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
- Carat USA
- 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
- SIB Mortgage
- United Auto Workers – GM
- United States Tennis Association

"I need you here 5-days a week"

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).

April 5, 2006 Coffee Conversations Lessons Learned

Topic: The flex-time trial period is over and from the manager's perspective, the test failed. The goal is to engage the employee on the situation and let him know that he will need to be in the office 5-days a week.

- *Early Feedback*
 - If the employee doesn't know the flex-time isn't working, this conversation will come as a surprise. Engage in dialogue on the difficulties as they occur.

- *Hold the employee accountable*
 - Even when working from home one-day a week, the employee is still accountable to being available during the scheduled hours.

- *Be clear about the measures, the timelines, the check-in points*
 - Before starting the trial period, have a conversation, if not multiple, on how you will measure success, when this situation will be reviewed, and how those reviews will occur.

- *Give concrete examples*
 - When discussing why it didn't work, have tangible, concrete examples of what happened or didn't happen. This removes the emotion and keeps it based on facts.

- *Engage the employee*
 - Ask the employee how he/she sees the situation. Goal is to discontinue the flex-time, but still keep and motivate the employee.