

# 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

# “I can’t reward you with more money”

**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).

## **March 30, 2006 Coffee Conversations Lessons Learned**

*Topic:* You need to talk with an employee who is maxed out on the salary scale for her position. This conversation will provided an opportunity to:

- manage employee expectations
  - develop opportunities to satisfy the employee that aren't tied to salary
  - motivate her to perform at a level that enables promotion
  - minimize the serious risks of losing the employee
  - enable succession planning
- *Cut the small talk*
    - Get to the point as quickly as possible. The employee can feel the “bad” news coming.
  - *Remind employee they are a contribution*
    - Often and clearly. The reinforcement keeps the employee in the conversation.
  - *Bring something to the table besides bad news*
    - Do research into the option before the conversation. Be prepared with options.
  - *Get HR involved*
    - Part of the research maybe to be sure you, as the manager, understand the pay structure by talking with HR.
  - *Engage the employee*
    - Ask the employee what would motivate her. Ask for, and listen to, her view.