

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
- Carat USA
- Cargill
- Citigroup
- Consumers Union, publisher of Consumer Reports
- Fairview Health Services
- Fallon Worldwide
- Federal Reserve Bank of Minneapolis
- International Truck and Engine Corporation
- Lutheran Services of Iowa
- Medtronic, Inc.
- Methodist Hospital
- Prudential Financial Services
- RBC Dain Rauscher
- United Auto Workers – GM
- United States Tennis Association
- Volunteers of America

"I'm not sure Kirk is wrong"

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).

January 4, 2007 Coffee Conversations Lessons Learned

Topic: Jamal's employee, Kirk, recently obtained some visible body piercings. This has made some other employees uncomfortable. The company's formal dress code or policy manual does not address this topic specifically, but you have heard from enough people that you feel you need to say something to Kirk.

- ***Is this the right conversation?***

- The single biggest learning today - be clear that this is the conversation to be having. Another option is to have dialogue with Kirk's co-workers to help them have the Courageous Conversations with Kirk directly. Rather than Jamal taking on their issue. An opportunity to exists for Jamal to become a coach to his other employees in handling their own conflict.

- ***Set a positive tone and language***

- Set a positive tone. Reassure the employee that this is not about his performance, but it is an awkward topic, so try to put the employee at ease. Cite some recent positives regarding his contribution

- ***Engage the employee on solutions***

- The manager needs to have some ideas on what type of outcome he would like from this situation. But since it does seem to be an issue of personal expression, an issue of diversity, including the employee on how to resolve the situation is critical. "What do you think we could do?"

- ***Create a plan***

- Once you do decide on a plan of action, determine exactly how you will implement it. Who will do what and when will they do it, etc.? Be as clear and specific as you can. "I will setup an informal meeting with the rest of the staff and get back to you."