

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
- 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.
- Methodist Hospital
- Prudential Financial Services
- RBC Dain Rauscher
- United Auto Workers – GM
- United States Tennis Association

**“We hire from both the east
- and west - coast”**

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 they would rather avoid (inappropriate behavior, job performance, money).

November 2, 2006 Coffee Conversations Lessons Learned

Topic: Merideth, a project manager, is speaking to a supplier, Roderick. Roderick represents an outside law firm that Merideth's organization uses on a very regular basis. She is happy with their work but wants to talk about the level of diversity on the team working on her issues.

- **Setup a time**
 - This is a new conversation for both parties. Take the time, to setup a specific time, to have this conversation. Don't do it “on the fly” or squeezed into a tiny opening in your calendar.
- **Describe the business need**
 - When preparing for the conversation, be sure to understand the business reasons that diversity matters to you and the organization. And state them in the conversation.
- **Treat this issue like any other “performance” issue**
 - Merideth is adding a new criteria to how she will measure Roderick and his firms success. Be clear about what that criteria is and what you expect in the future.
- **Acknowledge the good work**
 - Just like with an individual employee, you may need to reassure Roderick that you appreciate his firm's contributions and that they are doing a good job for you.
- **Manage the “cavalier attitude”**
 - Roderick wasn't certain that Merideth was serious - “as long as this interests you.” When on the receiving end, be sure to ask a lot of questions to understand what your colleague is looking for, how you can help, and what you can do about it.