

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

“I would pay money to not have to talk about this again”

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).

October 10, 2006 Coffee Conversations Lessons Learned

Topic: Sandy, our manager, is speaking to Kim, her employee, about the company dress code. Kim is a “serial offender” of the code. This conversation has occurred many times before. Other managers and supervisors at Sandy's level do not enforce the code in the same way and some are in violation themselves.

- ***Engage the employee***
 - Ask questions as early as you can in the conversation to engage the employee in the problem-solving. The sooner the employee feels like he/she might have a “say” in the solution, the tone and tenor of the conversation shifts to something more positive and manageable.
- ***Minimize the lecture***
 - It is important to let the employee know how he/she is violating the policy, but avoid talking too much or giving the sense of “finger-wagging.” If you notice you have been talking for a long time, stop and find an open-ended question to ask.
- ***Avoid the “personal taste” question***
 - Engaging in a conversation of whether an article of clothing or manner of dress is of someone's personal taste is a “quagmire.” We all have different tastes. Stick to the policy and the facts at hand.
- ***Reinforce the policy***
 - If there is a policy, remind the employee what that policy is and how it is being applied. Have a copy handy and ready to distribute to the employee.