

June 10, 1999

**Mr. Tim Mulvaney
The Mulvaney Group
Empire State Building
350 Fifth Avenue, Suite 3304, PMB26K
New York, New York 10118-0069**

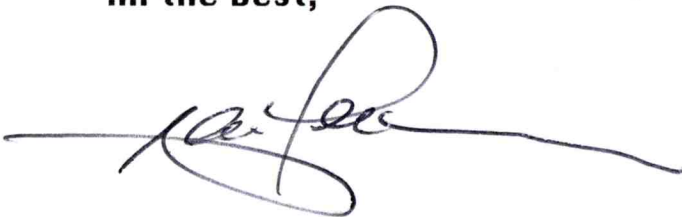
Tim:

Thanks again for being an outstanding guest on my radio program.

Diversity training is a key issue in America these days, for both forward-thinking corporations, and for the public in general. Your wide experience in the field connected with our listeners, many of whom are managers. I was also pleasantly surprised by your progressive take on this complex subject – which was compelling by being completely logical.

You were knowledgeable, articulate, and displayed a great sense of humor, too. I'll recommend you highly to my friends and colleagues!

All the best,



**Garry Lee Wright
WGN Radio 720**





June 16, 1999

Tim Mulvaney has worked with Blue Cross and Blue Shield of Minnesota on its Diversity initiatives since 1997. During this time, Tim has facilitated focus groups on Diversity, taken the lead in the formation of a Diversity Council, acted as guide, mentor and coach for the Council and consulted with Executive Leadership and Human Resources staff on a variety of issues related to diversity. Tim has also designed, developed and delivered a comprehensive diversity training program for all levels of staff and management at Blue Cross.

Tim's initial contact with Blue Cross came at a time when the organization was somewhat unclear about the direction to take with its diversity initiatives. Some training had been delivered over a period of several years in the early 1990s, with only partial success. Attempts to create a more diverse organizational culture had been sporadic. The creation of a Diversity Council was seen as an essential tactic in heightening awareness. Tim orchestrated the process to create the Council – devising a selection process and working with the new Council to establish their mission. He continues to provide ongoing consultation to the Council. Council members value his input and have come to regard him as their source of leadership and expertise in diversity.

Diversity training started, under Tim's direction, in early 1999 and has currently been rolled out to approximately two-thirds of the organization. Feedback for this training has been extremely positive and it is evident that the non-confrontational approach, tied to some skill building, has paid dividends in a culture where awareness of diversity issues has not previously been apparent. Tim continues to review the progress of the training, providing recommendations to executive leadership and human resources on ways to keep a focus on diversity once the training is complete.

Tim remains committed to putting forward a sound business rationale for diversity. The concepts and models that he has developed and which are at the core of the training are embedded in practical philosophies that are easily understood and grounded in reality. He has been extremely responsive to the needs of the organization and is quickly able to assess when new approaches are needed or when an existing process needs "tweaking". Members of the HR department also value his skills and knowledge in dealing with day to day employee issues that have a "diversity component" and have benefited from his wisdom in this regard.

In short, Tim has been a key contributor in the organization's diversity initiatives. In all of the activities, he has been a capable, enthusiastic and knowledgeable resource for the organization. His leadership and guidance have ensured that diversity continues to live and breathe at Blue Cross and Blue Shield of Minnesota .

A handwritten signature in cursive script that reads "Heidi Sarych".

Heidi Sarych
Director, Human Resources
Blue Cross and Blue Shield of Minnesota



INTERNATIONAL TRUCK AND ENGINE CORPORATION

455 NORTH CITYFRONT PLAZA DRIVE, CHICAGO, IL 60611

7/31/00

Tim Mulvaney
The Mulvaney Group
Empire State Building
350 Fifth Avenue, Suite 3304
New York, New York 10118

Dear Tim:

Thank you for the terrific keynote speech, "What's a White Guy Doing in Diversity?" at our Diversity Conference on May 24, 2000. Your contribution helped to make our conference a success.

The feedback from the participants was overwhelmingly positive. The group of 140 people including corporate leaders, diversity councils, union officials and representatives found your session to be enlightening and thought provoking.

Your ability to discuss aspects of diversity that are often sensitive and full of emotion with such ease, was very helpful to moving our diversity efforts forward here at International. I and the attendees not only found your message thought provoking but understandable and compelling. Your ability to use appropriate humor was a welcome addition.

I would highly recommend your services to those who are on their diversity journey. Your message fits no matter where they are along the diversity continuum.

Sincerely,

A handwritten signature in blue ink that reads "K.S. Goins".

Karen S. Goins
Diversity Director
International Truck and Engine Company

The New York Public Library

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March 7th, 2005

Mr. Marc Levine
The Mulvaney Group
Empire State Building
350 Fifth Avenue, Suite 3304
New York, NY 10118

Dear Marc,

As discussed, you have made a very positive impact here in a short time through your Train-the-Trainer course. Time and time again, you have fully impressed me and my colleagues at NYPL. You have also made great impact with the other two library systems in Brooklyn and Queens. I hear from Dr. Anne Woodworth, my counterpart in Brooklyn, that your course on team building is quite excellent.

As you know, your knowledgeable, approachable, and personal style were very calming and productive to course participants. I was meeting with your former group of students this past week and they again underscored how you changed their thinking that training needed to be teacher-focused and controlled. Such change is monumental.

Lastly, my colleague at Greenburg Traurig, Rachel Jones is looking forward to diversity training, perhaps in the second quarter of 2005. Her contact information is: jonesr@gtlaw.com

As always, I will keep you in mind for future things here at The New York Public Library. Please feel free to use my letter or comments with future clients, or within promotional materials.

Regards,

Dr. James H. Walther

CC: Tim Mulvaney, President



November 3, 2004

Mr. Tim Mulvaney
Mr. Marc Levine
The Mulvaney Group
The Empire State Building
350 Fifth Avenue, Suite 3304
New York, NY 10118

Dear Tim and Marc–

Thank you for all your hard work and fantastic insights during our Courageous Conversations program. I was very impressed by how transforming the experience was and how lasting its effects!

Your process is so thoroughly developed and clearly presented that it has enabled me to pinpoint where I can lose momentum in challenging strategic conversations. It also dramatically underscores the value that, when allowed, the different perspectives individuals bring to the table, whether professionally or culturally, help create more comprehensive and farther reaching solutions to challenges we face as teams.

My first Courageous Conversation actually took place during the course of the program.

My colleague, Sharon, and I were working diligently to negotiate a large volume of business with a client. We had hit a stumbling block and were quite deadlocked in the negotiation. Sharon and I took some time to evaluate our objectives as they related to our client's objectives and found that, metaphorically speaking, we had been trying to sell gas to the owner of an electric car.

Using our Courageous Conversations skills, we reconsidered our approach and, sure enough, were able to quickly address our client's outstanding issues. The client was thrilled and the relationship between our two organizations has thrived. It was one instance where the financial benefit of good training was immediately apparent!

So, thank you again for such a great experience – it is refreshing to find new approaches to practices we all tend to take for granted. I owe it all to you both.

All the best –

Robert 'Trey' Birdsong
Director
212-541-4600
treymbirdsong@colemancenter.com

April 22, 2003

To Whom It May Concern:

Fairview Health Services has worked for two years with Tim Mulvaney and his associates in a focused effort to educate and engage Fairview leaders in diversity. Our primary venue has been diversity skill-building for supervisors, managers and directors across our hospitals, clinics and nursing homes, using the "Courageous Conversations" model.

We have found The Mulvaney Group to be a thoughtful, strategic and energetic partner in our diversity initiative. Their approach to diversity is business-based and very much in tune with the need for health care to be culturally competent in its dealings with employees as well as with customers. We have been tremendously impressed with The Mulvaney Group's willingness to be courageous in the ongoing practice of and partnership in diversity work, because it is that courageous work that makes them thought leaders in their field.



Susan W. Plaster
Director of Diversity, Fairview Health Services



November 6, 2006

Mr. Marc Levine
The Mulvaney Group
The Empire State Building
350 Fifth Avenue, Suite 3304
New York, NY 10118

Dear Marc,

This letter is a follow up to our meeting and a simple note of thanks which will reiterate the sentiments I shared with you personally. Courageous Conversations has proven to be a wonderful tool for Berdon LLP.

As a professional service firm we have two groups of very special and important people – the VIP's – our employees and our clients. Communications with both these groups occurs on a daily basis. Whether the conversations revolve around work required or performance counseling or timing of project completion or fee negotiation, the success of these day-to-day conversations is essential and weighs heavily both on our staff and client retention.

Within 20 minutes of session number one, I saw partners collaborating together, brainstorming, problem-solving, sharing their pain and potential solutions. It was amazing to see them working together like this. You set the stage. Your personal style and demeanor enabled you to quickly gain their confidence and provided the necessary connection required for success. As you know, many of the participants were very skeptical. You listened to them and gained an understanding of their hesitance and you challenged them.

The multi-session approach, with assignments in-between allowed our partners to build their confidence and competence. They were able to apply what they learned and increase their ability and frequency of handling conversations that they previously thought would result in serious repercussions.

Through your personal coaching of me and our human resource managers, we have been able to further support our partners. We anticipate a bright future of increased employee productivity and retention, as well as more frequent and fruitful fee discussions with challenging clients.

We look forward to working with you and The Mulvaney Group in accelerating our vision of having a workplace where there are NO difficult conversations at any level.

Very truly yours,

Philip J. Whitman, CPA
Chief Operating Officer

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Berdon LLP
CPAs and Advisors

IPA International Association
of Practicing Accountants

Reply to:
360 Madison Avenue
New York, NY 10017
Ph: 212.832.0400
Fax: 212.371.1159

One Jericho Plaza
Jericho, NY 11753
Ph: 516.931.3100
Fax: 516.931.0034

www.BERDONLLP.com

