

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

“Shut Up!”

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

April 11, 2006 Coffee Conversations Lessons Learned

Topic: You, as a manager, need your team, and this particular team member to be more collaborative, more team-oriented, less silo-ed in her individual behaviors. Some of the goals for this conversation are:

- Manage employee expectations about timeliness and adherence to the schedule
- Engage the employee in the solving the problem and creating alternatives
- Create clear expectations for future behavior

- *Be specific*
 - What tangible, noticeable behaviors have you witnessed? Be as clear and specific as you can.

- *Don't make it personal*
 - Keep the conversation focused on the behaviors you saw, not a personal attack, e.g., “you don't care,” “your disrespectful.”

- *Engage the employee*
 - Ask the employee what he/she would like to see happen. Ask the employee to help you plan and facilitate the Norm Setting meeting

- *Remind the employee she is a valuable contributor*
 - Often and clearly. The reinforcement keeps the employee in the conversation.

- *Have multiple conversations*
 - Be willing to continually engage the employee on this topic until it is resolved.