



# The Mulvaney Group, Inc.

The Mulvaney Group helps individuals and organizations to fix the unfixable. When a team or an executive's behavior is no longer acceptable, tolerable, sustainable, or getting the needed results.

Tim Mulvaney will navigate an intervention to eliminate the unwanted behaviors.

TMG's 15 years of experience reduces employee attrition (by 50% for one client), increases revenues (25% for another), and eliminates employee replacement costs (\$500,000 for a single employee).

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
- Cargill
- Carat USA
- Citigroup
- Columbia University
- Consumers Union, publisher of Consumer Reports
- Credit Suisse First Boston
- Fairview Health Services
- Fallon Worldwide
- Federal Reserve Bank of Minneapolis
- International Truck and Engine Corporation
- Methodist Hospital
- Prudential Financial Services
- RBC Dain Rauscher
- Standard Americas Bank
- United States Tennis Association
- Volunteers of America



# Sexual Harassment

## Awareness and Prevention

Sexual harassment workshops are one of the most effective methods for clearly communicating organizational expectations regarding appropriate workplace behavior. The workshops serve to reinforce organizational values and promote an environment free of discrimination. Simply having a sexual harassment policy is not enough, organizations need to have a more comprehensive sexual harassment action plan.

Two recent United States Supreme Court rulings found that employers are liable for the sexually harassing conduct of their supervisors and can be sued for damages even if the employer did not know about the harassing conduct. The onus is on employers to have systems in place to educate employees about what constitutes sexual harassment. Employers need to have clear company sexual harassment policies and communicate to employees the necessary reporting channels should an infraction occur. Organizations are responsible for raising awareness to promote prevention, and have procedures in place for crisis management.

### **Awareness and Prevention**

Organizational awareness of what constitutes inappropriate discriminatory behavior is the first step in addressing sexual harassment. The Mulvaney Group designs workshops to educate existing employees and new recruits about sexual harassment. Educating existing employees elevates the importance of this issue and sends a message about company intolerance of discrimination. By providing training during new employee orientation organizations better ensure the maintenance of a more respectful tenor in the workplace environment.

The Mulvaney Group sexual harassment workshops are geared towards clusters consisting of 15-20 employees. The 90-120 minute workshops are designed to educate participants about sexual harassment laws and existing company policies, test participants' sexual harassment IQ, and present case studies for employees to increase their sexual harassment savvy. The workshop utilizes different modalities of teaching including individual and small group work, dissecting recorded conversations, as well as large group facilitator-led discussions in order to optimize employee learning.



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## Executive Intervention

What prompts corporate leadership to call with a need for Executive Intervention:

- A male senior leader - an “unreachable” senior leader - sent an email to a female peer containing a list of her positive physical characteristics
- A senior team leader missed his own offsite because of a previous night of celebration - prompting a raft of complaints of his style and interpersonal skills
- A team leader yells at her staff - but not all of her staff, just the African-American staff
- After replacing a long-term director, nearly all stakeholders were calling for immediate dismissal because of an apparent lack of leadership and decision-making skills of the new director.

Tim Mulvaney works with the organizations and individuals to provide the necessary coaching and crisis management to change the behaviors, save the executive and to reduce the risk of re-occurrence.

In a series of customized interviews, sessions and feedback loops, Tim Mulvaney convenes an Organizational Development intervention to work one-on-one with the individual leader to identify and understand the inappropriate behaviors and make necessary changes. Tim conducts a behavioral profile of the individual regarding workplace behavioral tendencies, identifies his/her “trigger points”, and develops behavior modification recommendations.

The nature of the multiple session series allows the individual to practice new behaviors, evaluate and ensure the success of those behaviors, and make additional ongoing augmentations.

### **Process Overview**

- Pre-interviews of Human Resources and the employee’s leadership to garner understanding of current situation and measures of success.
- 1-3 in-person sessions, 1-2 weeks apart with leader to raise employee’s awareness and understanding of appropriate behavior and create a plan of action to ensure behavioral change.
- During 1-2 week interim, employee and TMG conduct telephone and email check-in to monitor progress and overcome implementation barriers.
- Final Progress report to employee’s leadership upon completion of series.



## Tim Mulvaney



Tim Mulvaney is the Founder and President of The Mulvaney Group. Since his days at American Express Financial Advisors building regional teams, diversity processes, and quality management systems, he has been in the trenches with leaders and teams to create practical, workable solutions to their real-world issues, problems, and barriers.

Like his father before him (whom in 1968, against conventional wisdom and with 13 children to feed, began a business to sell and build residential swimming pools in the tundra of his native Minnesota. A business that exists to this day), Tim has been called a “street fighter” and is not afraid to deviate from the script to find new solutions that take into account your specific needs and situation. Clients come to him when they need to fix the “unfixable.”

His willingness to meet the client where they are at and create a process that worked for them, Courageous Conversations was born. Responding to a client’s need to change leadership’s behavior while not absorbing multiple days for training, he returned to the business-school model and developed a process that “changed people right before our eyes.”

As a nationally recognized executive consultant, Mr. Mulvaney is considered a resource for other practitioners in his industry. Mr. Mulvaney has been a featured speaker at the MN Multicultural Forum, Society for Human Resource Management’s National Conference on Diversity, the Human Resource Associations of New York and Southern Connecticut annual meetings, and the ASTD’s National Conference and its New York Metro Region Chapter events.

He is also a Board member for Harlem Dowling-West Side Center for Children and Family Services. A 170-year old social service agency that provides services and aid to children and families in crisis.