

# 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 didn’t want to walk around the pond”

**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).

## **August 11, 2006 Coffee Conversations Lessons Learned**

*Topic:* Sheldon, our manager suspects Fanny, one of his best employees has been posting for a new position within the organization. He would hate to lose her so he is nervous about raising your suspicions. Fanny is considering looking for a new job. She is bored and feeling unchallenged by her current assignment.

- **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.
- **Constant reassurance**
  - Be sincere and honest about the contribution of the employee and that you want them to be successful. You may need to continually reassure the employee you take this conversation seriously.
- **Start with the employee**
  - Ask her/him questions about what it is he/she wants to accomplish. Don’t assume you know or that you know how to fix the problem.
- **Take the initiative**
  - It can be scary to raise the topic, but even scarier if the employee comes to you first. As soon as you can after you notice the issue, setup a time to talk and be willing to stay in the conversation even though you may not be sure about its outcome.
- **Acknowledge the “neglect”**
  - You know it. Your employee knows it. The two of you have not actively been engaging in dialogue about the employee’s career. Don’t try to hide or dismiss that fact. Own it, apologize for it, and move on.