

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:

- Altria Corporate Services
- American Express Financial Advisors
- Best Buy Company
- Blue Cross Blue Shield of Minnesota
- Brookdale University Hospital and Medical Center
- Carat USA
- Cargill
- Citigroup
- Consumers Union, publisher of Consumer Reports
- Fairview Health Services
- Fallon Worldwide
- Federal Reserve Bank of Minneapolis
- International Truck and Engine Corporation
- Lutheran Services of Iowa
- Medtronic, Inc.
- Methodist Hospital
- Prudential Financial Services
- RBC Dain Rauscher
- United Auto Workers – GM
- United States Tennis Association
- Volunteers of America

"I don't see what the big deal is"

Courageous Conversations to engage in dialogue with people we don't normally speak to about things 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).

March 8, 2007 Coffee Conversations Lessons Learned

Topic: Hilda's colleague, Louise, wears a prominent diamond crucifix necklace at work. Their organization provides services across a wide range of religions. And where religious practices can make a difference in how the care is provided. Hilda is not sure that a member of the organization should be displaying her own religion so prominently when working the the clients. Hilda decided to speak with Louise.

• ***Is this the right conversation?***

- Personal discomfort with someone else's behavior (harassment behavior not included) might not be enough to justify a Courageous Conversation. In this dialogue, Hilda wants Louise to change her behavior, even though there has been not clear demonstration of that behavior being a problem - except for Hilda. You may need to reconsider the conversation.

• ***Try a different conversation***

- Since the work problem or impact has not been established, there is the potential for another conversation. A conversation focused on the crucifix itself, what it means to Louise, and what it means to Hilda. If both agree it might be an issue, or agree on how to decide if it is an issue, then the first conversation - what to do about it - could make more sense.

• ***Extricate yourself from this conversation***

- But the conversation is already taking place. Now Hilda needs to back up and remove herself from this dialogue without damaging the relationship. Phrases such as, "my mistake" or "I felt uncomfortable and just wanted to bring it up" are some options.

• ***A valid concern***

- Hilda's proactive concern has validity - will this be a problem for our clients. Start with a general question on that topic and move to the specifics of what to do in a later one.