

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

“Oh, so I should just yell at him in my office?”

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 to with those we speak to all the time about topics they would rather avoid (inappropriate behavior, job performance, money).

June 28, 2006 Coffee Conversations Lessons Learned

Topic: Charlie, the CEO, gave feedback to one of his executives, Susan, on her 'inappropriate' behavior regarding being too aggressive, too emotional, and too belligerent with others when working through a business problem. Some have called it “yelling.” The executive just thinks she is 'passionate' and the CEO has been trying to ignore the issue.

- *Prepare your conversation*
 - Take some time prior to the dialogue to consider what is you want to say, what is negotiable and what isn't, and finally, what is the “tone” you need to set regarding the seriousness of the issue.
- *Be specific*
 - Locate specific, recent examples of the behavior you are talking about and be prepared to cite those moments. Pinpoint the date and time if possible - “the incident this morning with X.”
- *Have a firm intention*
 - Charlie's intention was to be firm and direct, but open, in order to convey the weight and gravity of the current situation.
- *Engage her in the problem-solving*
 - Have ideas of alternatives in your “back pocket.” Find ways to engage the executive in locating other options. She may not have any or just can't seem to access the choices in the “heat of the moment.”
- *Be prepared for resistance*
 - It may take multiple conversations for the executive to understand what happened and her role and behavior in creating this situation.