

The Mulvaney Group, Inc.

The Mulvaney Group helps individuals and organizations have Courageous Conversations™. To engage in dialogue with people we don't normally speak to about things we don't normally speak about. Or with those we speak to all the time about topics we would rather avoid.

TMG's 15 years of experience helps 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

“We are going with Steve for the crew chief position”

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).

November 20, 2006 Coffee Conversations Lessons Learned

Topic: Ahmet, the manager, needs to tell Gertrude, the foreperson, she is not getting the Crew Chief position. The job is going to her colleague Steve, instead. Gertrude doesn't like the news and Ahmet needs to connect to Gertrude to determine how to keep her engaged and motivated in her current position. He also needs to keep the conversation on why Gertrude didn't get the job, rather than why Steve did.

- ***Don't make it personal***
 - When describing the decision and the process of the decision, let the employee know that other's - your boss, your boss' boss - were involved in the decision-making. It was not just a personal decision on your part.
- ***Be specific***
 - What about this employee's knowledge, skills and abilities were lacking? What does she need to work on to prepare herself for the next promotion? An opportunity exists for a future-oriented discussion on the employee's development needs. Seize that opportunity and talk openly with the employee. Without the specifics, the employee begins to fill in the gaps with more questions - is it my race? My gender? Some other intangible?
- ***What does this employee want/need?***
 - Gertrude is not getting the job. But is there something else you can do to help her stay motivated and committed? Money? Time-off? Ask questions. Listen to the answers to find out. But also, don't commit to things outside your control.
- ***Acknowledge the good work***
 - The employee does like to hear what she has been doing well. But be careful to be realistic about her skills and abilities. You don't to have to answer the question, “If I am so great, why didn't I get the job?”