

# The Mulvaney Group, Inc.

The Mulvaney Group helps individuals and organizations have Courageous Conversations™. This means 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 has shown to reduce employee attrition (by 50% for one client), to increase revenues (25% for another), and to reduce turnover costs (\$500,000 for one retained executive).

Some clients include:

- Altria Corporate Services
- Best Buy Company
- Blue Cross Blue Shield of Minnesota
- Brookdale University Hospital and Medical Center
- Carat USA
- Cargill
- Citigroup
- Collegiate Church Corporation
- Consumers Union, publisher of Consumer Reports
- Fairview Health Services
- 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

# “...a Cadillac solution to a Pinto problem”

**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 27, 2007 Coffee Conversations Lessons Learned**

*Topic:* Nick, an employee, chews his gum so loudly that his co-workers and colleagues have moved their desks to avoid the noise. Some have gone the indirect, passive-aggressive route of responding 'in-kind' - chewing gum as loudly as Nick does. Phillip, the manager has received these complaints and has decided to talk to Nick.

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

- No. A Courageous Conversation needs to happen between those directly involved in this dispute. Three other conversations that could occur are:
  - Phillip has a Courageous Conversation with the annoyed employees to prepare them for direct dialogue with Nick.
  - Phillip facilitates a conversation between Nick and his colleagues.
  - Phillip has a Courageous Conversation with Nick to prepare him for the facilitated conversation.

### • ***Be direct***

- In this conversation, Phillip began with, “Have you noticed a problem?” Nick says no. Come right out and say, “here is what I have noticed” or “here is the issue for today.” Then Phillip engage with Nick’s reaction to the topic.

### • ***“I appreciate that”***

- A good way to demonstrate that Phillip is hearing and acknowledging Nick’s reasons for chewing gum.

### • ***How do we solve this?***

- Make it more a problem-solving session, rather than the manager needing to come up with all the solutions, find out what Nick thinks can be done.

### • ***Acknowledge Nick’s contribution***

- As will all conversations regarding employee’s personal behavior, acknowledge the employee’s contribution and commitment to the team and its goals.