

# 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

# “Are you cool with me becoming a manager?”

**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).

## January 23, 2007 Coffee Conversations Lessons Learned

*Topic:* Kyle, Steve's employee, wants more specific, concrete, actionable feedback on his career, his skills, his abilities. Specifically on what it takes to be a manager. Steve is uncomfortable giving truly honest feedback. He just wants it to be 'all good.' Kyle has decided to talk with Steve about his need, again, and push a bit harder to receive the information he wants, needs and deserves.

- **Be persistent**
  - Going into the conversation, Kyle already knows the Steve is not going to like this topic. He knows that Steve will try to pacify him and get Kyle out of the office. But Kyle wants more this time, so will need to ask questions and make suggestions beyond where it feels comfortable.
- **Set a positive tone and language**
  - Set a positive tone. Kyle likes the work and likes working with Steve, so it is not a matter of being dissatisfied. It is a matter of just talking about whatever the next thing is for Kyle.
- **Engage on options and negotiate on the solutions**
  - The employee needs to have some ideas on what type of outcome he would like from this situation. Where are some possible places to engage in the new behaviors, get new exposure, take some new risks, learn some new behaviors. It will be incumbent on the employee to offer the initial options. But, be willing to negotiate what the actual next step.
- **Create a plan**
  - Once you do decide on a plan of action, determine exactly how you will implement it. Who will do what and when will they do it, etc.? Be as clear and specific as you can. “I will look for options to take the lead in the next team meeting.”