



THE MULVANEY GROUP



# COURAGEOUS CONVERSATIONS

## The Mulvaney Group, Inc.

The Mulvaney Group helps individuals and organizations to fix the unfixable. When an executive's behavior is no longer acceptable, tolerable, sustainable, or getting the needed results.

Tim Mulvaney will navigate an intervention to eliminate the unwanted behaviors.

For nearly 20 TMG has reduced employee attrition (by 50% for one client), increased revenues (25% for another), and eliminated employee replacement costs (\$500,000 for a single employee).

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
- Cargill
- Citigroup
- Columbia University
- Consumers Union, publisher of Consumer Reports
- Credit Suisse First Boston
- Fairview Health Services
- Fallon Worldwide
- Federal Reserve Bank of Minneapolis
- International Truck and Engine Corporation
- Methodist Hospital
- Prudential Financial Services
- RBC Dain Rauscher
- Standard Americas Bank
- United States Tennis Association
- Volunteers of America



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## Executive Intervention

What prompts an Executive Intervention? For example:

- An “unreachable” male senior leader – after a lunch with a female colleague, he emailed her a list of her positive physical characteristics – the second colleague to have received such a list.
- A senior Vice President missed his own offsite because of a previous night of celebration - prompting a raft of complaints of his style and interpersonal skills
- A team leader yells at her staff, not all of her staff, just the African-American staff
- Within months of the appointment of a new Executive Director nearly all stakeholders were calling for immediate dismissal because of her lack of leadership and decision-making skills.

Tim Mulvaney works with the targeted individual to provide the necessary coaching and crisis management to change the behaviors, save the executive from him/herself and to reduce the risk of re-occurrence.

### **Process Overview:**

- Interviews of HR and Leadership for background of current situation.
- Introductory session with Executive:
  - Introduce Mulvaney and the process
  - Understand the current situation and Executive’s reaction to it
  - Schedule first meeting
- Self-assessment completed by Executive
- Executive and Mulvaney conduct a series of 60-90 minute in-person sessions:
  - Sessions between Leader and Tim Mulvaney occur 7-10 days apart
    - Review self-assessment results
    - Identify “trigger” points
    - Provide communication tools and techniques for immediate implementation
    - Create commitments to short-, medium- and longer-term changes
    - Unlimited voice and email contact for ongoing direction, clarity and implementation assistance.
    - Sessions focus on desired behavior change as agreed upon from the Assessment and organizational expectations.
- Progress reports to HR and other appropriate Senior Management.



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## Tim Mulvaney



Since his days at American Express Financial Advisors building regional teams, diversity processes, and quality management systems, he has been in the trenches with executives to create practical, workable solutions to their real-world issues, problems, and barriers.

Tim has been called a “street fighter” and is not afraid to deviate from the script to find new solutions that take into account your specific needs and situations of all those who care about the outcome.

His willingness and ability to meet his clients where they are at and create a process that works for them, has helped his clients, individual executives and teams to “fix the unfixable” and change behaviors “right before my eyes.”

As a nationally recognized executive consultant, Mr. Mulvaney is considered a resource for other practitioners in his industry. Mr. Mulvaney has been a featured speaker at the MN Multicultural Forum, Society for Human Resource Management’s National Conference on Diversity, the Human Resource Associations of New York and Southern Connecticut annual meetings, and the ASTD’s National Conference and its New York Metro Region Chapter events.

He was Chair of the Board for Harlem Dowling-West Side Center for Children and Family Services. A 175-year old social service agency that provides services and aid to children and families in crisis.