

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

“You like to get recognition,
don’t you?”

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).

February 14, 2007 Coffee Conversations Lessons Learned

Topic: Donna’s employee, Wally, has a hard time being a team player. His work is one part of the greater team’s work, but Wally has a hard time seeing that. His tendency is to boost the importance of his own work, while diminishing the value of his teammates. . His inability to acknowledge others contribution is impacting the work of the team as people are avoiding working with Wally because he ends up taking credit for their work. You, Donna, his boss are going to talk with him about this behavior.

- **Stay focused**

- Wally continually wants to take the topic off track and justify why he doesn’t give recognition and feedback. And justify why he should be getting the accolades. Stay focused on the impact of that behavior on him, on you, on the rest of the team.

- **Be specific**

- Stick with observable behaviors. And more importantly, behaviors you, yourself have seen. Avoid phrases like, “I have been told” and “People tell me.” That has a tendency to get the listener defensive and impacts his ability to hear what you are saying.

- **What is in it for the employee**

- Ask questions and talk about what is in this for Wally to change his behavior. In his role as a team leader, rather than individual contributor, the expectations are different. And that learning and exhibiting these behaviors to make the whole team successful is what will help him succeed.

- **Be firm**

- Be willing to be very forthright and straightforward about what needs to happen. Donna did a good job of staying focused and including Wally in the conversation, but the line of “too much pushing” was not as close as she thought.