

# When EQ Skills Improve, So Does Culture

## The Situation

When the CEO of a large not-for-profit agency that impacts communities and the lives of families and children throughout our region, realized that a subset of his employees was being impacted negatively, it was time to take action.

“The entire team in charge of all of our school-age and youth-related programming and relationships was ready to quit because they didn’t like how they were being treated by their manager,” he said. “This was a Vice President who excelled in vendor and site location relationships, but had an extremely difficult time relating to her direct reports.”

Through his human resource connections, this CEO found The EQ-i Coach and founder, Roberta Moore, and sought out a solution to help him coach the Vice President—without alienating her—in time to save the department.

## The Challenges

With a frustrated team ready to walk away, departmental morale was incredibly low. “The team was so demoralized that they were doing exactly what their manager said—but no more,” said the CEO. “This stifled creativity and collaboration—and led to a very mediocre work product.”

In addition, when approached with the prospect of coaching to help her career trajectory, the Vice President interpreted it as punitive. “For two months, Roberta and her EQ-i Coach

## The Results

By all accounts, the coaching has been transformative. Her direct reports say that she is communicating better, acting with more respect, and listening to ideas.

“Her staff is so much happier,” shared the CEO. “I’ve noticed her becoming more patient and becoming more accountable for both her actions and those of her staff.”

He notes that her transformation was on display during a recent staff meeting during which she had her team members deliver portions of the presentation instead of giving the entire departmental presentation herself.

team had to help overcome this perspective,” he shared. “Even during the manager’s angriest, she admitted that Roberta was professional and easy to talk to; I think Roberta’s EQ was what helped flip her perception.”

Time was of the essence as the department’s responsibilities were many—and their work had an effect on communities throughout the St. Louis area.

## The Solution

The EQ-i Coach team came in to interview the four team members to ascertain the situation. Roberta also met with the Vice President and conducted a comprehensive EQ assessment. After that information was distilled, Roberta created an actionable plan to improve the emotional skills in which she was lacking.

“At first, Roberta met with her every week one-on-one,” shared the CEO. “After a few months, the executive began to see it as an opportunity as opposed to a punishment, and real breakthroughs started to take place. Now, their sessions are every other week with email and phone call accountability check-ins.”

“The department continues to be a work in progress, the culture is one where better up front accountability explanations occur, with a softer, more human approach,” he shared.

**“The team communication and collaboration is greatly improved, resulting in better ideas, a more streamlined work process, and an enhanced workplace environment.”**