

Covenant HealthCare Case Study



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DEVELOP TALENT • PROFIT SMART

When Rhonda Brown, Organizational Trainer for Covenant HealthCare, earned a certification to facilitate TalentSmart[®]'s Discovery Emotional Intelligence program at her 4,000 employee organization, she brought about major changes in the professional development and experience of leaders. This initiative transformed an informal EQ effort into a successful organization-wide process.

The Organization:

Covenant HealthCare in Saginaw, Michigan.

The Challenge:

Emotional intelligence development for leaders.

The Solution:

Structured in-class EQ sessions supplemented with coaching for Covenant's 210 member leadership team.

The Results:

With early momentum achieved among the leadership group, the EQ development program is expanding. Now the program is being offered to a broader geographic audience, at levels deeper in the organization. EQ training sessions are being provided to remote hospitals across the Covenant network; and to star front line performers.

Already, Covenant HealthCare has experienced results at, what Rhonda considers, the deepest level – changes in individual behavior.

Read on to find out more...

**Here's how
Covenant HealthCare
discovered the
business benefits
of developing
emotional
intelligence and
began helping
employees develop
the skills necessary to
impact the business's
bottom line.**

Emotional Intelligence MATTERS.

The Organization:

Covenant HealthCare is a 4,000 employee, Michigan-based medical facility with 600 beds, and a complete range of medical services. They have more than 20 inpatient and outpatient facilities, and offer convenient and easy access to high quality care.

The Challenge:

To bring about major changes in the professional development, satisfaction, and retention of all staff at Covenant HealthCare.

The Situation:

Rhonda built her name at Covenant HealthCare by building up small one-on-one coaching successes and allowing these accomplishments to spread to her leadership team via word-of-mouth. By using emotional intelligence as a foundation for her coaching sessions Rhonda found her circle of influence expanding and demand for her talents began to reach a larger audience. Rhonda's proven success coupled with average system-wide Employee Satisfaction Surveys led senior managers to look to Rhonda to improve the EQ of leaders throughout Covenant. It was time to invest in an EQ certification program that would compliment Rhonda's competencies.

The Solution:

After researching different Emotional Intelligence programs Rhonda chose TalentSmart®'s IMPACT EQ Learning™ Certification program. She came back invigorated and inspired, armed with TalentSmart®'s dynamic, rigorous and practical curriculum. Rhonda was charged with utilizing the insights and tools she received in Certification to conduct formal in-house EQ sessions for Covenant's 210 member leadership group.

TalentSmart®'s suite of EQ assessments also gave Rhonda the strategy she needed to take her one-on-one coaching efforts to the next level. Rhonda has paired coaching with the Emotional Intelligence Appraisal™ Self Report Edition to help Covenant managers build on the skills of their employees. Managers are now practicing EQ skills to develop employees, increase their satisfaction, and improve retention.

The Results:

It hasn't taken long for Covenant HealthCare to see proof that their managers are making behavioral changes that matter.

- Cheryl, an RN at the Birth Center, didn't express herself well when she was upset, and she had a poor demeanor regarding changes on the unit. As a result, productivity within the work group was suffering. Through one-on-one EQ coaching with Rhonda, Cheryl began practicing how she expressed herself when upset (self-management), and watching her nonverbal reactions (self-awareness) when faced with changes in the work unit. Cheryl's manager was impressed with Cheryl's quick turn-around in her attitudes and actions, and reported a tremendous improvement in the team's cohesiveness and morale.
- Lisa, a manager at Covenant, noticed that her employees regularly stopped by her office to ask quick questions, but rarely spent more than a couple minutes. She placed a chair by her desk in hopes that her employees would feel more comfortable to come in and engage in longer conversations; but still they hovered in her doorway reluctant to enter. Lisa brought this up in the EQ development program, and after some dialogue realized (social-awareness) that her chair always had stacks of papers and books on it, and her overrun desk screamed "too busy!" Lisa decided to keep the chair empty, and her desk reasonably clean. Through a small change she immediately saw different behaviors from her staff. They come in, sit down, and talk to her more about their projects.

We tend to think that creating changes in the professional development, satisfaction, and retention of staff needs to be a huge, systemized, in-depth process. But sometimes, change that really matters can be as simple as an open chair.