

## **Coaching Case Study**

A North Carolina healthcare organization with 13,000 employees, needed help with organization building and retention. Beverly Bradstock designed a solution and delivered results using focus groups, classes based on emotional intelligence principles, 360° feedback, and coaching.

Turnover and retention issues with the healthcare system's Registered Nurses were literally costing the organization millions of dollars. They estimated that, system wide, for every percent they could reduce turnover the organization could save \$1.5 million annually. Beverly was challenged to reduce RN turnover by 20% annualized in selected pilot departments.

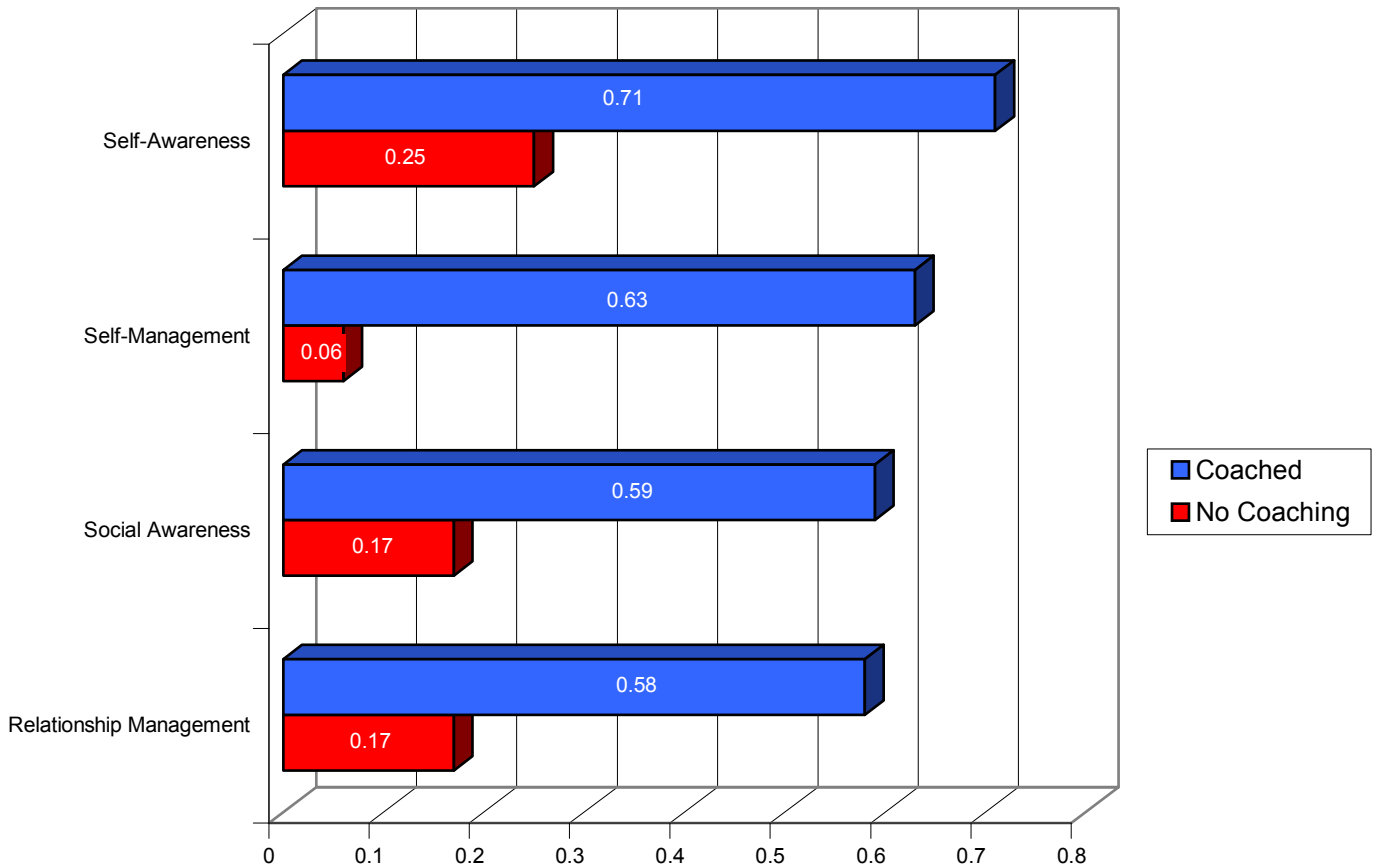
She recognized that leadership skills and emotional intelligence are key factors in retaining employees. As such, she designed a pilot program for hospital departments that had consistently high turnover in each of its four locations. Recognizing that people join an organization for the job and often leave because of the manager, the first part of the program consisted of focus groups with Staff Nurses to better understand what would cause them to resign as well as what environmental factors encouraged them to remain.

The second component was a 360° survey that was directed toward emotional intelligence issues. The third part consisted of three classes; first on Emotional Intelligence; second, Managerial Styles; and third, reading and interpreting 360° feedback. Each member of the team, a total of 30 people in the pilot program, was assigned a coach and received 6 hours of individual coaching. The program included team coaching sessions as well.

Although initially everyone was expected to participate in the individual coaching, as it turned out, the pilot included a group that did not participate in the individual coaching and a larger group that did. The 360° assessment tool was administered to both groups prior to coaching and at the conclusion of coaching. Results were dramatic. The majority of those that participated in the individual coaching showed a marked improvement in the final 360° results. Those who did not experience the individual coaching showed significantly less improvement.

Additionally, turnover was reduced by 50% in the pilot departments. Qualitatively, the nursing staff is happier and working more effectively as a team. Leadership skills and emotional intelligence have been enhanced. Participants strongly agreed that the program was valuable to them both personally and in their leadership ability.

### Improvement on Emotional Intelligence\* Results



\*This pilot was developed using Daniel Goleman's work on Emotional Intelligence as the basis to improve leadership skills, therefore, affecting climate and environment positively.