

EMOTIONAL INTELLIGENCE TRAINING



4/26/2017

***A Proposal to Valley Care
Hospitals from
EQ-Squared Management
Consulting***

Executive Summary

The purpose of this proposal is to seek approval of funding for an emotional intelligence (EI) training program, for which a plan will be presented along with a timeline for training activities and results. EI training involves figuring out different ways to utilize emotions in a productive manner, and is well-known for its success in organizational capacities (Cherniss, 1999; Goleman, 1998). This proposal will discuss why EI training is a good fit for Valley Care Hospitals, what plan EQ-Squared Management Consulting will carry out, why EQ-Squared is well-qualified to perform the training, and the funds needed for such a program.

Valley Care Hospitals are experiencing a decrease in employee productivity, morale, and commitment, as well as an increase in turnover rates and intra-organizational conflicts. This is due to a recent merger with another related organization, intended to improve financial conditions. The merger brought with it a host of new company practices with which people are not yet comfortable because of a lack of collaborative communication. New ideas are not being well integrated throughout the company, as employees are used to their own way of doing their jobs.

Our solution, the Emotional Quotient (EQ) Management project, involves education, communication, and participation of your organization's leadership team. Our plan is a ten-day experiential leadership workshop that has been designed for the professional development of Valley Care Hospitals' leadership team. The objectives include: improving Valley Care Hospitals to better adapt to changes in its environment, develop management behaviors by improving EQ levels, improve communication, teamwork, and collaboration of management, decrease employee and management interpersonal conflict, increase employee satisfaction and productivity levels. To achieve these objectives, EQ-Squared Consulting has created a ten-day plan, each day focusing on a different piece of the EI puzzle.

EQ-Squared Management Consulting is comprised of a team of four consultants who host an impressive, diverse background including leaders and scholar-practitioners that are up to date on the latest EI research, as well as on business and corporate training best practices. At EQ-Squared Management Consulting, we understand the ever-changing needs of the health care industry. Established in 2004, we specialize in emotional intelligence (EI) training, organizational change, and leadership development. As an innovative consulting firm, we take pride in attracting and retaining cutting-edge thought leaders who are authorities on improving the emotional intelligence and effectiveness of our client's organizations.

Our financial requirements for successful implementation of the emotional intelligence training within Valley Care Hospitals are broken down into a \$500.00 deposit, \$750.00 per week, and \$1,000.00 upon completion of the plan.

To summarize, EQ-Squared is prepared to implement an emotional intelligence training program that will benefit Valley Care Hospitals as they grow within the health care market. Our plan will help their employees to better adapt to changes, improve communication, decrease interpersonal conflict, and increase employee satisfaction and productivity.

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Introduction

Emotional intelligence (EI) training is useful for many situations, including company mergers, internal disagreements, team building, and more (Matthews, Zeidner, & Roberts, 2002). EI training involves figuring out different ways to utilize emotions in a productive manner, and is well-known for its success in organizational capacities (Cherniss, 1999; Goleman, 1998).

The purpose of this proposal is to seek approval of funding for an emotional intelligence training program, for which a plan will be presented along with a timeline for training activities and results. The training program will provide assistance with the recent merger that Valley Care Hospitals has undergone, making the transition easier and more enjoyable.

EQ-Squared Management Consulting wants to provide Valley Care Hospitals with an emotional intelligence training program that can enhance productivity, improve employee outlook, and extend positive community relations. EQ-Squared Consulting has experience in providing effective EI training for many businesses, and would like to extend its knowledge and skill to Valley Care Hospitals.

This proposal will discuss why EI training is a good fit for Valley Care Hospitals, what plan EQ-Squared Consulting will carry out, why EQ-Squared is well-qualified to perform the training, and the funds needed for such a program.

Current Situation: The Organizational Design and Change Management Needs at Valley Care Hospitals

Valley Care Hospitals could use help with transitioning from a multiple-company model to a diversified single-company model. EQ-Squared Consulting is prepared to reverse any unwanted results of this change.

Valley Care Hospitals is experiencing a decrease in employee productivity, morale, and commitment; as well as an increase in turnover rates and intra-organizational conflicts. This is due to a recent merger with another related organization, intended to improve financial conditions. The merger brought with it a host of new company practices with which people are not yet comfortable because of a lack of collaborative communication. New ideas are not being well integrated throughout the company, as employees are used to their own way of doing their jobs.

If not addressed, this problem will continue to persist and harm the competitiveness of Valley Care Hospitals with other medical companies in Arizona. EQ-Squared Consulting is well-equipped and ready to turn this merger into the success it was intended to be, allowing Valley Care Hospitals to excel in its future services.

Our Plan: Managing Change Through Emotional Intelligence

Managing an organization during a time of significant change, such as a merger, can be a daunting task. Because it is common for people to resist change, we believe we have a unique strategy that can help Valley Care Hospitals with their organizational challenges. Our solution, the Emotional Quotient (EQ) Management project, involves education, communication, and participation of your organization's leadership team. Many business leaders consider emotional intelligence (EI) as the cornerstone of positive change. Our plan is a ten-day experiential leadership workshop that has been designed for the professional development of Valley Care Hospitals' leadership team. The purpose of this section is to provide a systematic layout of the plan while highlighting the major and minor steps and a proposed timeline.

Our objectives for this intervention include the following:

- Improve Valley Care Hospitals' ability to better adapt to changes in their environment
- Develop management behaviors by improving EQ levels
- Improve communication, teamwork, and collaboration of management
- Decrease employee and management interpersonal conflict
- Increase employee satisfaction and productivity levels

To achieve these objectives, here is a forecast of our EQ management project:

Days 1 and 2: We will begin with a presentation on emotional intelligence (EI) and its impact on climate, leadership, and organizational performance. According to Bar-On (2004), emotional intelligence is "an array of noncognitive capabilities, competencies, and skills that influence one's ability to succeed in coping with environmental demands and pressures" (p. 14). He argues that EQ is just as important, if not more important, than one's IQ as it relates to personal, group, and organizational effectiveness.

Four-hour training sessions on Day1 and 2 will include an introduction on EI and the Bar-On EI Model. This model was selected for this plan because of its focus on emotional and social functioning as well as its applicability to business environments. In addition, our consulting firm, like many experts in the field, believe that EI is best represented through Bar-On's conceptualization.

Day 3: Each hospital leader will take the BarOn Emotional Quotient Inventory. The BarOn EQ-i is a reliable and valid (scientific) assessment used to measure one's emotional intelligence. Consisting of 133 items, it helps individuals better understand their social and emotional functioning. The final report will provide a total EQ score with an analysis of the five scales and the fifteen subscales.

The five domains of the model are adaptability, stress management, interpersonal skills, intrapersonal skills, and general mood. Under the Intrapersonal scale, the content subscales include the following factorial components:

- Self-Regard
- Emotional Self-Awareness
- Assertiveness
- Independence
- Self-Actualization

Under the Interpersonal scale, the subscale components include:

- Empathy
- Social Responsibility
- Interpersonal Relationship

Under Stress Management scale, the subscales are:

- Stress Tolerance
- Impulse Control

Under Adaptability, the following subscales include:

- Reality Testing
- Flexibility
- Problem Solving

Finally, under the General Mood scale, the two subscales are:

- Optimism
- Happiness (Bar-On, 2004, p. 3).

The hospitals' leaders will complete their reports about themselves. The self-report measure takes from 30 – 45 minutes to complete.

Day 4: A resource report will be created, which will allow every participant to explore their skills across the different domains. A profile summary will be included that highlights participant's strengths, areas of improvement, and individualized strategies for development.

Days 5, 6, 7, 8 and 9: After individualized appointments are set up with each leader, one-on-one coaching about the EQ results will be provided by EQ-Squared Management Consulting. To ensure positive change, a deeper discussion of each participant's EQ results will follow during these private feedback sessions. Self-awareness of one's behavior is a key goal during this phase. During the 1:1 coaching, the consultant and participant will develop the best course of action for professional and leadership growth that is consistent with Valley Care Hospitals' job performance metrics. A debriefing will follow for educational purposes.

Day 10: All Valley Care Hospitals' leaders meet and break into small groups to share their EQ results. Brainstorming and team building activities will ensue to build a stronger and healthier people-leadership culture. New ideas and opportunities for better communication, teamwork, and collaboration will be encouraged in this final group meeting.

At the end of the training, a program feedback survey will be administered to the participants. Finally, an EQ completion certificate will be presented to each successful client.

Timeline: Forecast of EQ Management Plan

Table 1 displays the project timeline with the major steps and deadlines.

Table 1. EQ Project Timeline

Activity	Deadline
Introduce training session and discuss the Bar-On EI Model	May 8-9, 2017
Complete individual BarOn EQ-i	May 10, 2017
Present leaders their EQ-i reports with results	May 11, 2017
Set up individualized coaching appointments and debrief	May 12, 15-18, 2017
Administer a program feedback survey	May 19, 2017
Present EQ management certificates to leaders	May 19, 2017

Once the training is completed, we expect that Valley Care Hospitals will experience improved outcomes as noted in this proposal’s objectives. These positive results will assist the leadership teams as they strategically manage the upcoming merger. Results will also be continually measured through data collected from HR administrated exit surveys. Altogether, they will ultimately facilitate Valley Care Hospitals’ main goal of improving the health and wellness of the people in the greater Phoenix area.

Qualifications of EQ-Squared Management Consulting

This section discusses EQ-Squared Management Consulting firm’s background, mission, culture, and the team’s professional qualifications.

Firm’s Background

At EQ-Squared Management Consulting, we understand the ever-changing needs of the healthcare industry. Founded in 2004, we specialize in emotional intelligence (EI) training, organizational change, and leadership development. Our mission is to help individuals and organizations experience the powerful benefits of emotional intelligence. As an innovative consulting firm based in Phoenix, Arizona, we take pride in attracting and retaining cutting-edge thought leaders who are authorities on improving the

emotional intelligence and effectiveness of individuals, groups, and Fortune 500 companies.

We make training fun and meaningful for our clients. Committed to the hearts and minds of our customers, we have a reputation for experiential, interactive, evidence-based training that produces bottom-line results. We are strategic with our high-leverage training sessions to ensure they are linked to your organization's goals and objectives.

EQ-Squared Management Consulting has a distinct organizational culture. Our firm is characterized by a complimentary team of human resources specialists, communication gurus, business management experts, and researchers who are inclusive, socially responsible, ethical, and results-minded. We are a learning organization where communication, empowerment, teamwork, continuous learning, quality improvement, and self-reflection are a significant part of our culture. Most of all, since we feel that we are all works-in-progress, our firm focuses on our employees' strengths and individual growth.

Like Valley Care Hospitals, a major training investment leader, we believe high-impact training can provide an organization a competitive advantage in the healthcare market today. By partnering with you to develop your organization's intellectual capital, we want to help you reach your strategic business goals and objective during this challenging transition. We at EQ-Squared Management Consulting look forward to developing a plan of change supported by an EI-driven culture to ensure your continued success.

Our Team's Relevant Work Experiences, Training, and Education

We have four talented thought leaders and scholar-practitioners that we would like to introduce you to. As you will see, our training and performance consultants are up to date on the latest EI research as well as on business and corporate training best practices.

Courtney Beaubien is one of the training consultants and researchers for this EI management project. She has leadership experience as a counselor in which she was responsible for emotional well-being, task management, and teamwork activities. Currently, she is on a team that organizes multiple events that educate the public on different areas of expertise. Additionally, she mentors several members of her community in career development and success.

Courtney has earned a B.S. in conservation biology and ecological sustainability and a Master's in environmental engineering.

Amanda Nash, an expert in creating organizational change, is an experienced leader in the financial industry, currently working for a Community Bank in a dual role as a Branch Manager, as well as a Client Services Manager. In these roles, she is responsible for both growing business and maintaining high operational standards.

Amanda has a B.S in business administration and management from Oregon State University. She is currently a graduate student at Arizona State University in technical communications.

Dean Colston, Ph.D., fondly known as Dr. Dean by his students, is an expert at teaching emotional intelligence and leadership. He has 13 years' experience working in the behavioral sciences field as a mental health counselor and continuous quality improvement specialist for two major hospitals in Overland Park, Kansas. He also served as a professional development and technical training coordinator at SkillPath Seminars, a premier global provider of business training. And with 13 years of experience as a dean of faculty, department chair, and university professor, Dr. Dean brings a diverse background and set of skills that readily supports EQ-Squared Management Consulting's mission.

Having a diverse academic background and an appreciation for a cross-disciplinary approach, Dean has designed and taught a variety of ground, online, and blended courses to graduate and undergraduate students. Below is a list of those classes that are connected to the topic of emotional intelligence and leadership:

- The Science of Emotional Intelligence
- Organizational Behavior and Leadership
- Human Resources Management
- Human Resources Management in Health Care
- Human Resources Development
- Organizational Change
- Organizational Communication
- Business Ethics
- Principles of Psychology
- Theories of Personality

His professional EI certifications include the following:

- BarOn Emotional Intelligence Inventory, Multi-Health Systems, Inc., Toronto, Ontario.
- Emotional Intelligence (Advanced-Level II) Certification, Six Seconds, San Mateo, California.

Dr. Dean Colston is currently pursuing a graduate certificate in technical communications from Arizona State University. He has a Ph.D. in adult education with an emphasis in instructional design and psychology. His dissertation specifically focused on emotional intelligence. He has a Master of Arts in Human Resources Development with a concentration in management. Finally, he earned a Bachelor of Arts in Psychology.

Ryan Carrillo, our marketing and communication specialist, has an extensive work history in writing and communicating instructions and procedures. Ryan currently works

at the University of Utah as a Marketing and Communications Coordinator. In that capacity, he oversees strategic planning and implementation for communication and marketing for the Office of Admissions. He also serves on the Rocky Mountain Association for College Admissions Counseling's Executive Board as the communications chair. In this role, he is responsible for overseeing the strategic communication needs for the committee.

Ryan is currently enrolled in the technical communications graduate program with Arizona State University. Through that program, he has studied the rhetoric of technical communication, user experience, problem solving in technical communication, and grant and proposal writing. Ryan graduated from the University of Utah in 2015 with a B.A. in communication. During his undergraduate studies, Ryan focused primarily on journalism, while also studying organizational communication.

Similar Projects

Amanda has been a part of various group projects at Oregon State University and Arizona State University, as well as community projects with different organizations. In the past two bank conversions that her company has been involved in, she has been selected to represent her company and be a “branch buddy” who oversees going into newly acquired branches and fully converting them. Doing this requires immense dedication and perseverance through difficult challenges, under tight time lines.

Dr. Dean has taught and written about emotional intelligence since 2004. Below is a listing of a few of his papers, presentations, and seminars:

- *Creating Leaders through Emotional Resilience: The Contribution of the Liberal Arts*, Presented at Antioch University, Santa Barbara, California, August 2012.
- *Creating an Emotionally Engaging Online Learning Environment*, Presented at LA College International, Online Division based in Tempe, Arizona, March 2011.
- *The Integration of Emotional Intelligence Within the Liberal Arts*, Presented at Argosy University, San Bernardino, California, October 2009.
- *Your EQ and Work Success: Assessment Tools for Managers in Predicting and Improving Human Performance*, Presented at Ottawa University, Phoenix, AZ, October 2008.
- *Emotional Intelligence and Academic Achievement: Is There a Connection?* Published in Ottawa Spirit and Presented at Ottawa University, Phoenix, AZ, September 2008.

- *The Relationship between Emotional Intelligence and Academic Achievement: Implications of Birth Order Based on Social Rank for Nontraditional Adult Learners*, June 2008, US: ProQuest/UMI.
- *Emotional Intelligence: Changing the Way Organizations Lead*, Presented to Professional Business Women's Organization, Kansas City, MO, October 2004.

Finally, he is an expert with the BarOn EQ-i and has interpreted numerous results for clients to maximize the benefits of their findings.

Third-Party References

The following third-party EQ professionals can be contacted to validate EQ-Squared Management Consulting's reputation and its expertise in successfully completing EI leadership projects.

1. Peter Salovey, Ph.D., emotional intelligence pioneer and President at Yale University, New Haven, Connecticut.
2. Daniel Goleman, Ph.D., psychologist, science journalist, and author of the best-selling book *Emotional Intelligence: Why it can matter more than IQ*, Berkshires County, Massachusetts.
3. David Cory, M.A., president and founder of The Emotional Intelligence Training Company, Inc., Calgary, Alberta.

Conclusion: Costs and Benefits of the Emotional Intelligence Training

EQ-Squared recognizes that completion of the Emotional Intelligence training requires a significant investment of time and money from Valley Care Hospitals, but the firm is fully confident that the health care provider will see a positive return on investment which will further support and encourage their employees, allowing the hospitals to continue providing high quality care to the greater Phoenix area.

As Valley Care Hospitals look to successfully complete their recent merger, issues have arisen that can effectively be addressed through the Emotional Intelligence training outlined in this proposal. The tools provided by the training will help boost team morale, and gives leaders the tools they need to succeed and enjoy their careers.

During the first days of the training, we will help hospital leaders identify and develop the emotional skills and traits that will help employees thrive in the workplace. The training will then help participants identify their own strengths and areas of improvement through a personalized resource report. Leaders will then benefit from 1:1 coaching, which will help leaders develop the skills and professional growth consistent with their

position at Valley Care Hospitals. From there, teambuilding exercises and group brainstorming will help company leaders compile their results in an effort to help ensure that employees companywide have the tools and resources they need to be successful.

EQ-Squared Management Consulting tries to be mindful of the cost associated with the Emotional Intelligence training. For a total of \$15,550 (see Appendix A for full budget), EQ-Squared will visit Valley Care Hospitals' headquarters for a two-week-long training. Table 2 provides a summary of the costs for the EI training.

Table 2. Budget Summary

Initial Set Up	\$500
On-Site Billing	\$8,400
Materials and Services Provided	\$3,750
Follow-up Costs	\$2,900
Grand Total	\$15,550

Through the EI training, Valley Care Hospitals will see an increase in productivity, morale, and long term commitment from their employees. By resolving these issues, the company will also see less turnover than they have experienced since the merger; this will save the hospitals time and money in hiring and training new staff and will help them develop a roster of tenured, well-experienced employees. The training will also help give employees the skills that they need to better resolve internal conflicts, helping to create a stronger sense of teamwork in the company. In short, the training will help current and future employees develop the skills that they need to thrive in the hospitals' changing environment.

References

Bar-On, R. (2004a). *BarOn Emotional Quotient Inventory (EQ-i): Technical manual*.

Toronto, Canada: Multi-Health Systems.

Cherniss, C. (1999). The business case for emotional intelligence. Retrieved from

http://www.eiconsortium.org/reports/what_is_emotional_intelligence.html

Goleman, D. (1998). *Working with emotional intelligence*. Bantam.

Matthews, G., Zeidner, M., & Roberts, R. D. (2004). *Emotional intelligence: Science and myth*. MIT press.

Appendix A

Table A1: Budget Highlights

Initial Set Up	
Non-refundable deposit	\$500
On-Site Billing	
1:1 Consultation (billed at \$25 per hour, four hours per day, over 10 business days, for four consultants)	\$4,000
Food Per Diem for Consultants (billed at \$60 per day, for 10 business days, for four consultants)	\$2,400
Weekly Program Fee (\$750 per week, two weeks on site)	\$1,500
Travel and Mileage Reimbursement (\$10 per day, for four consultants, for 10 days)	\$400
Misc. Travel Expenses	\$100
Materials and Services Provided	
Print Materials (including brochures, toner, photocopies, etc.)	\$300
BarOn EQ-i test for 20 individuals (\$25 each)	\$500
Catered Lunch (once a week)	\$800
Breakfast, Pastries, Coffee and other Refreshments (daily)	\$1,500
20 Copies of the Book <i>Emotional Intelligence 2.0</i> (\$25 each)	\$500
Company Equipment Usage Fee	\$150
Follow-Up Costs	
Training Completion Bill	\$1,000
Post Training Analysis, Audit and Evaluation	\$1,200
Follow-up Contact and Client Support	\$700
Total Costs	\$15,550