

URL: <https://stvp.stanford.edu/clips/using-eq-to-have-tough-conversations>

Puneet Agarwal, partner at True Ventures, discusses a scenario where partners had to sit down with an underperforming founder. Together, both parties agreed to find another leader to move the company in the right direction. Using EQ means building trust and having a safety net to arrive at sound business decisions.



## Transcript

- EQ does not mean hiding from the hard conversations.. It's the exact opposite.. It means going toward these hard conversations, right? In this case, we sat down with the founder, and we were very open about it, and we said hey look, like, you built an amazing company, but going forward, it's not really working right now.. So are you feeling the same thing? And interestingly, in this case, the founder knew it, too.. More often than not, the founder or the individual is feeling the exact same thing.. So again, it was kinda a release valve for that person.. And what we decided to do was say let's look for a CEO, here you take this position.. We'll actually look for this position together, and let's see if we can build this company into a little bit differently, alright? But these conversations come up all the time, and the best way to handle it from an EQ perspective is to actually have trust and be open about it, but you can't do it unless you create that safety net to start...