

Cincinnati Bell & Convergys IMG Presidents Praise Benefits of Executive Coaching.

Gone are the days when leaders were skeptical about engaging in executive coaching to improve their personal performance and the performance of their company. In today's business environment, successful organizations are taking advantage of every possible opportunity to remain competitive and ahead of the pack. Former GE CEO Jack Welch is but one example of a leader who benefited from executive coaching.

If your organization isn't actively engaged in honing the leadership



Bob Marino of Convergys IMG

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skills of your executive team, your best hope is that your competitors aren't either. If they are, you might find yourself left behind without knowing what hit you. At least if the experience of two of Cincinnati's most progressive company presidents is any indication.

Convergys IMG President **Bob Marino** summed up his executive coaching experience like this, "Coaching provides visibility to those issues that impede perfor-

mance." According to Mr. Marino, there's a fundamental difference between effectiveness and efficiency. The outside perspective of a coach can help an executive team improve both. "A team has to work together - and individual behavior may get in the way," he explained. "So the question that coaching helps answer is, 'how do we change our behavior to become more effective - then how do we change it to become more efficient?'"

As a result, there is a collective effort to improve. Both Mr. Marino and his executive team used the Cincinnati-based firm O'Brien Group because of their process and approach and his belief that there is a personal accountability for leadership. "You have to be confident and know you can improve in order to accept an outside perspective," he explained.

Cincinnati Bell utilized the services of O'Brien Group as well. **Jack Cassidy**, President of Cincinnati Bell, echoed similar sentiments as a result of the coaching he and his team experienced. "I believe conversation crystallizes genius - and most CEO's and leaders don't have the chance to talk through the wide gamut of issues they face with anyone who has an objective perspective," Mr. Cassidy explained. A personal coach provides an oppor-

tunity to do that. He continued, "By the time an individual gets to be President or CEO, you must have

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Jack Cassidy of Cincinnati Bell

developed certain skills to be successful. But your business and the world is changing all the time - and you must be willing to improve your skills to be successful."

Mr. Cassidy's executive team underwent coaching as well. "It's a structured approach with a desired outcome that everyone can work towards," he said. "It gives us an advantage - and I'll take any advantage I can get." As a result, he believes his team has become more cohesive and effective in leading the organization.

If you'd like more information on executive coaching and how it might benefit your organization, call or e-mail **Dr. Michael O'Brien of O'Brien Group** today at **513-821-9580** or **michael@obriengroup.us** Or visit their website at **www.obriengroup.us**.



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Chamber Vision, February 2002