

# Mary T. O'Sullivan

MSOL, PCC, SHRM-SCP, BCC



## ABOUT MARY. T O'SULLIVAN

With over 30 years of experience in major industries and business functions such as business development & subcontract management. Mary has served as a change agent, moving teams & individuals from status quo to higher levels of performance, through offering solutions focused on positive behavior change and fostering growth.

## EDUCATION & CERTIFICATION

- Master of Science in Organizational Leadership, Quinnipiac University
- International Coaching Federation Professional Certified Coach
- Society Human Resource Management Senior Certified Professional
- Graduate Certificate in Executive & professional Coaching, University of Texas at Dallas
- Certified EQi-2.0 | EQ 360 Emotional Intelligence Test Assessor
- Certified Appreciative Inquiry Practitioner
- Qualified in Hogan Assessments | Board Certified
  - Adjunct Faculty at Bryant University

30+

YEARS OF EXPERIENCE

PCC

PROFESSIONAL CERTIFIED COACH

1k

CLIENT SUCCESSES

1.5k

mailing list subscribers

3.2k

LINKEDIN FOLLOWERS

1.7k

FACEBOOK FOLLOWERS

1.7k

FACEBOOK LIKES

## CORE VALUES

- **Integrity**
- **Excellence**
- **Collaboration** • **Respect**

Mary's executive coaching has assisted many individuals and organizations such as: Toray Plastics America, Hasbro, Raytheon Technologies, Lockheed Martin, CVS Healthcare, Sensata Technologies, Citizen's Bank, Ameriprise, BD Medical Devices, Naval Undersea Warfare Center, (Newport, R.I.), General Dynamics, University of Rhode Island, Community College of Rhode Island, etc.



ENCORE EXECUTIVE & PROFESSIONAL COACHING  
MARY T. O'SULLIVAN, MSOL



## PARTNERSHIPS & COLLABORATIONS

MARY HAS PARTNERED EXCLUSIVELY WITH LOCAL ORGANIZATIONS SUCH AS:

- Women's Leadership Council at University of Rhode Island
- The Central Rhode Island Chamber of Commerce
- The Newport Chamber of Commerce • Mary has also worked with several corporations, large & small businesses to improve leadership in their organizations.

## LEADERSHIP TOPICS

*Problem Solving Building*

*Trust Emotional*

*Intelligence Effective*

*Communication*

*Accountability Motivating*

*Employees Delegation*

*Time Management*

*Conflict Resolution*

*Feedback*



## Connect

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# CASE STUDIES

## APPRECIATIVE INQUIRY HELPS MAKE BETTER LEADERS & MORE ENGAGED EMPLOYEES

**OVERVIEW:** Usage of Appreciative Inquiry techniques such as focusing on the client's best experiences, telling stories, relying on his wishes & team leader's wishes for him, along with defining success in terms of

Jake's core values proved to be effective in achieving Jake's desired outcome. Seeking to better define his role in his company, Jake contracted Mary to gain clearer insight on how working remotely was impacting his career. He also wished to work with Mary to strategize ways to fully utilize his core values of harmony, collaboration, trust, and technical excellence. In the end, Jake felt he gained more insight into what he wanted his role to be, and how he would apply his core values to continue to make decisions regarding his career.

Jake initially felt cynical about the Appreciative Inquiry process. As Jake continued to stay open and 'in the moment' throughout his sessions, Mary was able to facilitate Jake's self-discovery, growth, and his continued belief in himself as an individual who can make appropriate career and life choices. Through sessions, there were several compelling stories that came from these three sessions. Jake's manager reiterated Jake's story of working with a difficult employee who was unable to handle the stress of hard deadlines and stressful work situations. How Jake was the only employee who was able to coax her into assisting in getting a project completed. She also related Jake's strength in mentoring junior engineers and teaching them new skills to assist them in excelling in their roles. Feedback gathered by these co-workers described Jake as a "warm blanket", a "calm presence", and "open and appreciative of other's ideas". His manager also highlighted Jake's core values of harmony, collaboration, trust, and technical excellence were clearly demonstrated by Jake's behavior with his co-workers and team.

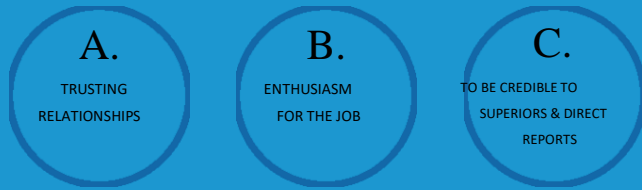
Jake's stories shared a consistent thread with that of his managers. Jake stated how his values were key in how he conducted himself at work & in his personal life. The continuous themes and patterns reflected Jake's ability to stay true to his core value system regardless of the situation. His manager greatly admires Jake for his qualities and perceives him as one of her key team members. Both Jake and his manager recognized that the distance caused by Jake's remote location, were a hindrance to his ability to communicate within the team. Both acknowledged finding a solution to keep Jake in closer contact with the two main offices was key to furthering Jake's career and increase in workload.

Jake's dream/vision for himself was to achieve 100% utilization for him and his team. He feels he is close to achieving his goal of managing and oversight of first-rate team, with a strong backlog of work. One of his managers three wishes for Jake was that he was to develop enough work for himself that Jake could develop a small satellite staff of junior members locally, who would report to Jake. This aligned perfectly with Jake's dream of his future at the company. Both Jake and his manager agreed that communication needed to improve between Jake and the team. Confirming the importance of Jake making in-person visits to the office or finding technical ways to stay in communication more frequently.

Through the sessions Jake was able to be reassured that there was a shared understanding between himself and his manager and allowed him to realize he needs to be more supportive of his manager as she is very supportive of him. Jake reaffirmed how he had underestimated the value of personal visits and contacts to build and maintain key relationships impacting his career. Through sessions Jake also learned the importance of clearly stating what it is he wants to accomplish when interacting with clients, colleagues, and members of leadership. Jake also recognized the only blind spot was that his manager did not know what he wanted. Through this awareness, Jake began to realize that his own utilization would improve if he made these changes, even one at a time.

# CASE STUDIES

## USING A CLIENT'S MOST IMPORTANT CRITERIA FOR COACHING SUCCESS



**TAKEAWAY:** What the client, Mike discovered through this coaching session was that his key criteria for success on the job is to ensure that there is mutual trust, a sense of urgency or enthusiasm for the job by all team members, and that he needs credibility from both his superiors and direct reports. That once these elements are in place, he has a recipe for success.

In session, Mike began to discuss his least satisfying work experience in more detail. He reflected on an experience he has as a youthful, new manager, being pushed into a work situation that he could not control; where within a four-month period, he and his team were responsible for losing over \$1.5B worth of sales. He felt he was being held accountable for losing the opportunity that had been in the works for three years prior to him joining the company. He felt frustration toward internal communication and guidance that the company lacked during that time. He also felt that jealousy and company politics were at play rather than a concern over the work product. During this time, he experienced feelings of sadness, worry and exposure. Feelings stemming from feeling he was not getting the respect he wanted; due to his newness to the company and relative youth, his credibility with the team was low.

Mike's most satisfying work experience happened to be the recovery period from the loss of the \$1.5B. He was trusted to bring in the best people, learn about the competitors, and figure out how to eliminate the obstacles that stood in the way of improving the company. In addition, Mike survived a major HR assessment, where almost every other member of the team was let go or told to retire.

Mike pointed out that the results of that HR assessment "counted" for him to continue his role as a manager in the company. As a result, senior management tasked Mike with producing a new strategy in less than 24 hours. This was to be presented to the company's management team. In a few hours, Mike produced a one-page document that outlined a new strategy, and with only one word change, that strategy was adopted by the company. The team he assembled was now all committed to Mike's processes, and by turn, it became a very rewarding experience for him and his team.

As a result, his enthusiasm for the job became contagious, with his team members working hard on the new strategy with excitement and anticipation. Mike's feelings were very different at this point. He felt relieved, protected, and like a survivor.



# CLIENT TESTIMONIALS

“As a contributing writer to our RINewsToday.com for the past 3 years, Mary’s weekly business leadership column is consistently a go-to read for our audiences. She is an invaluable, professional part of our own platform. Nancy Thomas, Tapestry Communications, RINewsToday.com”

“Mary’s perspective on success in business goes beyond corporate success, looking at the person in the position in terms of life-long career success. Her book and workbook are invaluable to help you plan and execute your career - navigating missteps, learning from them, and continually moving forward.”

“Mary is an amazing professional business coach! She is certified, professional and a superb listener who really cares about her clients and gets to know them and their needs. She has the experience and tools to work with any size business. From her time at Raytheon to working with Fortune 500 companies, she is the professional coach you need to increase your revenue, build your teams, and increase cohesion. Highly recommended! Nick Pacheco, CLTC”

“I met Mary when I had an opportunity to read a draft of her book before it was published. I could identify with many of the scenarios she writes about and thought “I need to get to know her!” After a few emails and a video call, I signed up to receive some coaching from Mary! She’s been a guiding hand through my career change and is exceptionally good at asking thought provoking questions that coaches and HR professionals always ask others but aren’t necessarily good at asking themselves. I recommend a few coaching sessions with Mary to any HR professional who has been overwhelmed with the enormity of change in HR, the heartache and personal challenge the profession can invoke, or the plain and simple burnout of HR during a pandemic. She will help prioritize your professional goals, revive your sense of humor, and refresh your confidence in your professional expertise. I value Mary as a coach, as an HR professional, and as a woman in business!” - Denise White, PHR

“I have had the opportunity to refer employees to Ms. O’Sullivan in her capacity as a professional coach assisting them to maneuver within the political confines of our organization, as well as, how to deal with diverse personalities. The feedback from our employees were excellent, resulting in improved performance, attitude, and motivation. Her skill set is developing a cohesive, engaged team all working together with one objective — to grow the company. I highly recommend her services for career development, life goals, and/or the development of a marketable career strategy. Read her book, The Leader You Don’t Want to Be and judge for yourself. As head of HR for the Carpinato Group I will be glad to answer any questions on her services.” Dorothy M Mattiello

