

Coach Profile

Rob Pennington, Ph.D.



RESOURCE INTERNATIONAL

*Improving Performance of
Leaders and Teams*

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Approach

With a passionate belief that people can achieve more than they think possible, Dr Pennington brings over 30 years' experience partnering with senior executives to enhance their success and effectiveness. Offering a blended approach informed by both a robust psychological background and strong experience of the real-world challenges leaders face, his coaching delivers powerful support, unique insights and commercially astute results.

His focus is to support both personal and professional development, encouraging leaders to foster a deeper emotional intelligence while developing a stronger ability to connect with their team and their organization. His unique insights on balancing authority and collaboration help reduce resistance to change while building capacity for more effective, honest and open communication.

His approach is customized to fit the situational or behavioral needs of the client, drawing on a diversity of proprietary techniques, tools, methodologies and assessments to coach in the most relevant way for each individual. Rob can also integrate key stakeholders into his coaching process to support deeper understanding of needs, target the most important performance goals and provide leaders a chance to see themselves as "the player in the game", illuminating new truths, unseen opportunities and more successful strategies.

Recent Assignments

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| <p>1. Oil & Gas, CEO; developed shared leadership among his direct reports and improve his abilities to balance his authority with increased collaboration.</p> | <p>4. Major Accounting Firm, Partners; accelerated development in leadership and communication following 360 assessment identifying skill gaps.</p> |
| <p>2. Oil & Gas, VP; rebuilt leadership team, supporting integration process with new managers, facilitating team development to break down silos and build a culture of urgency, quality accountability and customer service.</p> | <p>5. Engineering & Project Management, VP; improved awareness and skill in leading teams, communicating effectively even in conflict situations and building more collaborative cross function relationships.</p> |
| <p>3. Medical School, Department Chair, strengthened business performance management, team decision making and collaborative leadership skills for senior faculty.</p> | <p>6. Personnel Placement, CEO: improved performance results through development of stronger communication and conflict resolution skills between executives and middle managers.</p> |

Personal Philosophy

"My passion is saving executives time and reducing pain in discovering, in often humorous and insightful ways, that they can accomplish more than they had previously believed possible.

I believe in a philosophy of personal responsibility for thought, emotion, behavior and results. I also believe that most leaders are capable of learning to welcome and exercise this increased responsibility in order to produce more desirable results.

Leaders who learn to hold themselves personally and professionally responsible in this way are able to develop a higher level of trust that encourages co-workers to engage in productive, ideological conflict. It is only through such free expression of ideas based on a trust that differences in ideas are valued and respected that a commitment can be created to shared goals, a culture of accountability, high performance and ultimately, delivery of results beyond expectations."

Business Experience

In his earlier career as an academic, educator, psychologist and entrepreneur, Rob held assistant professorships in 3 universities and operated a private practice in psychology. He co-founded two web-based learning businesses in the education sector and co-founded his current partnership, Resource International, in 1995 with Stephen Haslam to focus on working in-depth with organizations and leaders experiencing rapid change.

Consultancy work has included supporting the U.S. Navy during base closings; the Architect of the Capitol to enhance supervisory skills; working with NASA's Johnson Space Center during assessment of its workforce's effectiveness in dealing with change and coaching leaders within BP and Amoco on managing the integration of different corporate cultures. He has received the highest evaluations from ExxonMobil employees every year for 34 years.

Other clients include Shell, Texaco, NASA, Baker Hughes, IBM, Chevron, Marathon Oil, Parker Drilling, Boeing, Texas Commerce Bank and M.D. Anderson alongside a wide range of government agencies, professional associations and health/medical organizations.

Training, Qualifications and Accreditations

- Ph.D. Educational Psychology and B.A. in Psychology and Computer Science.
- Graduate of IABS's National Training Labs' (NTL) Professional Development Program.
- Authorized distributor of a wide range of assessment instruments including The Change Profile, 5 Behaviors of a Cohesive Team, DiSC, MBTI, TKI and Birkman.
- Developer of numerous proprietary models and techniques for managing change and conflict, both individually and organizationally.
- Award winning author and professional speaker, including Mental Health America's *Outstanding Speaker Award*, Meeting Professional International's original *Platinum Presenter* and the National Speakers Association's *Pennington Award for Excellence*.

Other Interests

"I was bred a University of Texas Longhorn fan. My 1st birthday I was given a cake, a candle and a t-shirt that says "UT 1970!" I love being with and cooking for my family. I am an 'arm chair' archaeologist who recently achieved a life long goal of a behind the scenes private tour of Egypt. I am a terrible golfer, but I love it when the ball ends up close to where I intended it."

