

MARILYN KOBBS

ORGANIZATION DEVELOPMENT CONSULTANT

Marilyn Kobb is an OD consultant who is committed to **connecting people and purpose**. Marilyn focuses on maximizing organizational achievement through strategically-aligned team and individual performance. She helps people work together—in an accountability-based environment—to define and meet shared goals and expectations, ensuring that an environment is in place to support that achievement. A seasoned facilitator, coach, and trainer, Marilyn works with organizations in these areas:

- Creating strategic alignment— executive/leadership teams, organizational units, cross-functional teams, multi-cultural project teams, joint ventures, and alliances
- Building collaborative working relationships within and between groups
- Facilitating team interpretation of visualized data and the resulting action/implementation planning
- Managing the process of change/transition in strategy, operations, culture, and organizational structure, including the integration and re-grouping that ensure a successful transition following a merger/acquisition
- Performance coaching, training and development—executives/managers/leaders, teams, individual contributors, presenters, facilitators—to support individual, team, and organizational effectiveness
- Job benchmarking—using a robust objective process to ensure that organizations have the *right people in the right seats on the bus effectively doing the right things*

Demonstrated strengths that bring value to the client's organization:

- Creating collaboration, alignment, accountability, and performance results
- Crystallizing client needs...and designing an intervention process that translates to **solutions that fit and breakthroughs that emerge**
- A style that is practical, "in the trenches", and results-oriented...while maintaining a neutral perspective and rapidly adapting to the client's unique organization/culture/dynamics/challenges
- Strong partnering and coaching orientation, which leads to client trust and openness

Background summary: Marilyn has over thirty years of experience in organization development, team facilitation, coaching, and training. Having served in leadership, consulting, and hands-on roles, she has held the following full-time positions: National Director of Training and Development for Maxicare Health Plans, Regional Training Manager for DHL Worldwide Express, and Senior Training and Development Specialist for The M.W. Kellogg Company (now KBR). Marilyn holds a bachelor's degree with honors from the University of Texas at Austin. She is principal of The Kobb Team, a Houston-based organization development consulting firm.

Facilitation experience: Marilyn's experience spans a wide spectrum of types of meetings, deliverables, industries, disciplines, and organizational levels. She has worked with executive teams creating strategic plans, groups forming alliances, organizations in transition, problem solving teams, task force teams focused on specific initiatives...as well as many project teams, management teams, and discipline/cross-discipline teams developing **strategic alignment** and **collaborative working relationships**...and then **translating strategy into action and results**. Most of her clients are either currently or have previously dealt with the change/transition issues surrounding alliances, mergers, and acquisitions, and they are engaged in multi-cultural projects; hence much of her facilitation and organizational experience involves integrating/aligning people from different corporate and national cultures.

Training experience: Marilyn has managed corporate training and has developed and implemented company-wide programs across the full spectrum of competencies in these areas: leadership, interpersonal communication, team effectiveness, performance management, facilitation, meetings, personal effectiveness, quality management, and presentations. She ensures that training is

application-based (working real-issues); this approach has inherent, direct relevance to performance and therefore eliminates the need for participants to bridge from course work to the real world.

Coaching experience: Marilyn has worked with many individual coaching clients across industries and cultures—executives, managers, team leaders, team members, facilitators, presenters—who focused on leadership, communication, teamwork, and performance/development opportunities. Her customized process includes assessment, definition of outcomes, development of goals and strategies, action planning, implementation with feedback, and integration into future performance. *Identification and removal of barriers to success* play a key role in reducing stress and struggle, increasing self-confidence...and ultimately improving motivation, behavior, and performance.

Assessments and customized 360 feedback:

Assessments provide accurate and valuable qualitative/quantitative feedback for individuals and teams ...and serve as a basis for team development, individual coaching, interpersonal conflict resolution, job benchmarking and the full spectrum of talent management. Marilyn uses assessments such as The Birkman Method®; TTI Success Insights assessments—including Behaviors (DISC), Motivators, Competencies, Emotional Quotient™ (EQ, which measures emotional intelligence), Stress Quotient™, Sales Skills Index™, and ODSurveysPlus®; and Thomas-Kilmann Conflict Mode Instrument. Additionally, a customized 360-degree feedback survey enables individuals to integrate specific performance feedback into the performance development/improvement and coaching process.

Partial list of clients covering a wide range of industries and disciplines:

American General Corp (AIG), Bank United, BHP Billiton Petroleum, BMC Software, BP, Chevron/Unocal Corporation, Chevron Energy Technology Company, Coflexip Stena Offshore, ConocoPhillips, Destec Energy, Domino Sugar, Enbridge, Fluor Corporation, Galleria Limited, Genesys Works, Gulf Coast Regional Blood Center, Houston Community College System, Inelectra, Jacobs Engineering Group, Jacobs Field Services, Jacobs Global Supply Management, Kellogg Brown & Root, Kentz USA, Kerr-McGee, Mariner Post-Acute Network, M.D. Anderson Cancer Center, NOVA Bus, Ocean Energy (Devon), Petrozuata, Reliant Energy, Setec Protection Service, Shell Deer Park Refinery, Spars International Inc., Technip USA/Aker Maritime, The University of Texas Medical Branch Galveston, UniversalPegasus International, Vepica, Wood Group GTS, Wood Group Kenny, Wood Group Management Services, Wood Group Mustang, Wood Group Production and Consulting Services, Wood Group PSN, WorleyParsons.

Examples of team alignment projects and coaching experience:

- *Team alignment summary:* Facilitation and consulting experience with numerous owner/operator and contractor organizations—including senior management team alignment; alliance team alignment; EPC project team alignment for upstream, midstream, and downstream projects; business unit leadership team alignment; discipline team alignment; cross-discipline alignment (e.g., Engineering/Projects, Engineering/Procurement, Procurement/Construction)
- Senior management team strategic alignment for several contractor organizations (e.g., Jacobs Field Services, Jacobs Global Supply Management, UniversalPegasus International, Vepica Group, Wood Group PSN, Wood Group Mustang, WorleyParsons, Wood Group Kenny, Wood Group GTS)—including strategic planning, conflict resolution, change management, and strengthening of teamwork and collaboration; alignment for INEPAR alliance between WorleyParsons and Inelectra
- Project team building and alignment sessions for six ConocoPhillips refineries; projects included upgrade, expansion, new technology; project team building and alignment sessions for capital project teams at Shell Deer Park Refinery and at BP Texas City Refinery
- Project team building and alignment sessions for BP Valhall Re-Development Project in North Sea, which included BP PMT internal team alignment, Mustang Engineering PMT internal team alignment, BP-Mustang PMT joint alignment then expanding to include multiple subcontractors
- ZIA Subsea Development Project in Deepwater Gulf of Mexico—Project team alignment for oil companies Devon Energy (formerly Ocean Energy) and Spinnaker Oil with their engineering

contractor EDG and other sub-contractors, which resulted in this project being completed 3 months ahead of schedule and \$5MM under budget

- Project kick-off meeting and team alignment for BHP Billiton Petroleum Shenzi Project
- Spars International Inc. (owners Kerr-McGee/Ocean Energy) Nansen and Boomvang Projects: Alignment with spar floating production platform project teams, including internal contractor alignment and alignment among owners, contractors, and subcontractors
- VEHOP Downstream Project, a \$700 million lump-sum joint venture refining project in Venezuela [owner: Petrozuata, J-V between Conoco and PDVSA; contractor: Consorcio Contrina, J-V between 5 engineering-construction companies from U.S., Venezuela, and France]
- HSE team meetings for ConocoPhillips and for Mustang Engineering
- Project Services team alignment at Technip
- *Coaching sessions* with individual executives, managers, and team leaders related to leadership, communication, teamwork, and other development opportunities; co-coaching with company's top two executives (e.g., co-presidents) to develop collaborative leadership and working relationships
- *Coaching example:* A Senior Manager received feedback about the tone of his communication. Discussion and use of 360 feedback and the Birkman Method® tool helped to uncover his perceptions, behaviors, needs, and challenges ...identify alternative approaches/behaviors...and ultimately modify and enhance his oral and written communication style.

Client feedback:

"The significant growth and development of Wood Group PSN - Americas would not have been as successful in the same timescale without the involvement of Marilyn Kobb of The Kobb Team. Her personal style, knowledge and "rolled-up-sleeves" approach created very positive "chemistry" and trust between Marilyn and the diverse groups of Wood Group personnel with whom she interacted and supported.

"Working closely with me and my multi-cultural executive team in the development of our organizational strategy, her coaching and education ensured we created strong team alignment that delivered a more robust outcome than any previous strategy exercises. She demonstrated her in-depth facilitation skills on a number of occasions when leading team building and development events involving our multi-national, multi-cultural wider leadership team. Her coaching and training with the wider leadership team, as well as with smaller groups and individuals, resulted in accelerated transitions and enhanced effectiveness of the organization during a period of unprecedented acquisitive and organic growth.

"Marilyn was an important partner of the Wood Group PSN Americas organization and her contributions to the performance of the organization were hugely significant and valued."

—*Derek Blackwood, President – Americas, Wood Group PSN*

"Marilyn Kobb has twice facilitated team building workshops as part of the upstream development of major capital projects. The first event she took on was the team building of some 53 engineers composed of oil company personnel - Kerr McGee, Ocean Energy & Enterprise and contractors Technip-Coflexip and McDermott Engineering. This was an extremely successful event and paved the way to the successful completions of the first two Truss Spars in the industry to be deployed in the Gulf of Mexico. Some of Marilyn's techniques I still personally use today.

"The second event was the Ocean Energy and Spinnaker Oil development project for the Gulf of Mexico named Zia—a Subsea development project in 1800 foot of water. The facilitated team building workshop involved the oil companies and the engineering contractor EDG and some of the other sub-contractors. Once again this paved the way for an extremely successful team building and alignment which resulted in this particular project being completed 3 months ahead of schedule and \$5MM under budget."

—*John Dagleish, Manager, Early Concept Development Unit, Chevron Energy Technology Company, Former Deepwater Drilling Facilities Manager, Ocean Energy Inc. (Devon Energy)*

“Marilyn has conducted a number of alignment sessions that I have been involved with over several years. These have involved internal company alignment as well as company/client alignment. Without fail, Marilyn has quickly and accurately analyzed the situation, identified the root causes - and developed a proactive, open, and constructive exercise regimen to get the teams and individuals aligned. Highly recommended.”

—*Thomas Davison, President & CEO, UniversalPegasus International*

“It has been a joy and a rewarding experience to work with Marilyn. I've managed a number of major capital projects and have utilized Marilyn's expertise in organizational development and team building processes to help create high performing teams and gain alignment among stakeholders. Her experience and keen insight have proven invaluable to the process.

“Marilyn also understands the importance of dialogue in facilitating individuals and teams in finding common ground in dispute resolution. She helped me work through a very difficult situation between two key leaders who struggled to find alignment and were putting a project in jeopardy. A positive outcome was achieved through Marilyn's work.”

—*William Chumchal, Project Manager, Wood Group Mustang*

“Marilyn Kobb has been instrumental in helping the Consorcio Contrina Management Team build strong, positive working relationships, both internally and with our client, Petrozuata. The application of her strong facilitation skills and extensive team building experience has greatly assisted Contrina and Petrozuata in bringing together individuals from tremendously diverse cultures (three national cultures and seven corporate cultures) into an effective, integrated team. With her skillful facilitation, we have been able to address and resolve many serious issues, which might otherwise have had serious impacts.

“Marilyn's team building sessions are not only effective, but also very enjoyable. She has excellent people skills, a wonderful sense of humor, and a keen sense of when to let an exchange between individuals run its course and when to intervene. Our team building experience on the VEHOP Project has been productive, interesting, and enjoyable thanks largely to Marilyn's contributions.”

—*Ronald R. Jones, Project Director – Consorcio Contrina, WorleyParsons*

“I have worked with Marilyn on a number of projects over many years—including leadership development, strategy facilitation, creating executive/leadership team alignment, building strong working relationships within multi-cultural project teams, executive coaching and more. She has vast experience in both Organization Development and Leadership Development and Training in the Oil and Gas industry with both owners and contractors. I value her flexibility to come into a project and provide custom solutions that are fit for purpose. She brings her gifts and talents of insight, experience and confidence in a process that works in every situation to deliver solutions. While I trust her with corporate projects, I also see Marilyn as a trusted friend and colleague.”

—*Sharon Paul, Global Talent Officer, Kentz Engineers and Constructors*

“My boss and I worked with Marilyn to look at our individual behavioral styles and dynamics. She helped us understand and communicate openly about our styles, combine our strengths, and leverage our differences to provide more effective leadership for our department. I have since called on Marilyn to conduct a similar exercise between my direct reports and me. This process allowed each of us to understand our contribution to the management team. It also provided me with insight to support career development, as well as conflict resolution within the team.”

—*Lynne O'Hara, Vice President, Project Execution, Aker Maritime, Inc.*