



6119 Bankside
Houston, Texas 77096
Robert.Pennington@resource-i.com
(Cell) +01 713-305-5117
Stephen.Haslam@resource-i.com
(Cell) +01 713-305-1812



Stephen Haslam

Rob Pennington PhD

An Integrated Approach to Training and Coaching. Drawing upon four decades of professional experience in life changing counseling and coaching, entertaining keynote speaking, results oriented multi-day trainings, interactive facilitation of meetings and retreats, engaging leadership and team development, and successful business experience; our training, coaching and facilitation services are known for being in-depth, enjoyable, transformational and practical. Resource International brings a unique team approach to both coaching and training. [Dr. Rob Pennington](#) and [Stephen Haslam](#), work with each client organization to provide customized areas of expertise depending on the client's needs.

Our focus is on improving executives' abilities to succeed as leaders, to develop both personally and professionally a deeper emotional intelligence that produces more effective collaboration with others in accomplishing desired results. To accomplish this we have developed a set of proprietary models and tools as well as received certification in established technologies for reducing resistance to change and conflict. Our unique [communication and conflict resolution skills](#), [team decision-making models](#), [team development processes](#), and [stress and change management techniques](#) provide people with practical tools for significantly improving performance in how they work with others, whether peers, a board of directors or direct reports. An overview of our customizable approach to coaching is available at: <http://www.resource-i.com/coaching.html>

Our approach to training, coaching and facilitation integrates our expertise in balancing authority and collaboration in leadership development, reducing resistance to change and conflict through communication and conflict resolution skills, stress and change management, performance management and team development. We customize our approach to fit the situational or behavioral needs of the client. In coaching and training we prefer to integrate participants' team members and supervisor in the process to assess needs, target performance goals, and 'see the player in the game' when possible in order to provide relevant and realistic feedback. We facilitate meetings so people are glad they attended.

Leadership Focus: We train and coach supervisors who are just beginning, all the way up to business owners, entrepreneurs and C level executives who typically possess extensive technical skill and industry experience but have not received compensating training or education in leadership and/or management or know best practices for developing a cohesive functional team of direct reports.

Received the highest trainer evaluations from ExxonMobil employees ever year for 34 years

EXAMPLES OF TRAINING ASSIGNMENTS

Sector: Energy

Trainings: Provided multi-day trainings in *Successfully Managing The Stress of Change* and *Successful Work Relationships* to large multinational who over 34 years consistently used RI more than any other training vendor in history. Every year RI has consistently received their highest trainer evaluations. Developed numerous customized trainings for various aspects of the company including year long employee and supervisor training in prep for new plant going online, training of expats to train and transition nationals, developed a team tool kit for upstream tech department, change management process for outsourcing accounting resources and designed team development process for new deepwater innovation team. Duration: 34 years

Sector: Drilling

Trainings: Worked with CEO to design and implement a new Peer Leadership Team that involved a series of half-day training/work sessions, twice a month for 2 years to support top executives of the company transitioning to a shared leadership model. Provided team development training for various teams throughout the company. Developed series of ten half-day trainings as well as four train-the-trainer facilitator kits for supervisors and employees. Training topics include:

- a. Performance Management,
 - b. Change Management,
 - c. Communication Skills,
 - d. Team Functioning,
 - e. Resolving Conflicts,
 - f. Death By Meeting,
 - g. Decision Analysis and Team Decision Making,
 - h. Delegation, and
 - i. Managing the Stress of Change.
- Duration: 8 years

Sector: Medical Record Review

Trainings: Worked with CEO and LT to design and deliver a series of trainings for first time supervisors and their team members, as well as provided ongoing training, coaching and facilitation for the entire leadership team in management, leadership and performance skills. Duration: 5 years

Sector: Military

Training: Provided training and executive coaching to base commander and supervisors responsible for base closures and transitioning employees to new careers and opportunities within communities. Assisted in leadership and team development. Duration: 3 years

Sector: Federal Government

Training: Worked with Superintendent to develop first time ever supervisory training for 1st line supervisors in performance management, conflict resolution, decision making and team development. Duration: 4 years

Sector: Aerospace

Training: Designed and developed communication and conflict resolution training as well as stress management web based training. Duration: 3 years

Sector: Insurance

Training: Provided training in presentation skills, leadership and team development. Created initial web based trainings for corporate university on:
 The Martial Art of Communication
 Negotiating Agreements
 Feedback and Constructive Criticism
 Duration: 3 years

Training: Developed Balanced Work/Life program that was conducted at every medical school in Texas
 Duration: 2 years

EXAMPLES OF COACHING ASSIGNMENTS

Sector: Oil & Gas

Coachee's role: CEO

Outcomes: Seeking coaching as President, coachee developed shared leadership among his direct reports and improved his abilities to balance his authority with increased collaboration. As CEO he continued coaching to integrate new VPs into Leadership Team. He strengthened cross-functional communication and collaboration throughout the organization. Leadership team meetings were evolved from a simple "reporting format" where significant issues were avoided to a productive confrontation of strategic issues. Quarterly reviews were instituted of milestones leading to stronger performance management and succession planning process. A leadership training series was designed and delivered along with follow-up coaching for a majority of corporate supervisors.

Sector: Medical Record Review

Coachee's role: CEO

Outcomes: CEO established a management team who exhibited productive conflict, commitment, and accountability. Each member of the management team and frontline supervisors were coached and trained in management and leadership skills

Sector: Personnel Placement

Coachee's role: CEO

Outcomes: Coachee improved relationships through developing stronger communication skills and conflict resolution in relationships with and between executives and middle managers

Sector: Major Accounting

Coachee's role: Partners

Outcome: Executives whose company 360 evaluations were in the bottom 15% received coaching to improve their leadership and communication skills.

Sector: Oil & Gas

Coachee's role: VP of Administration

Coachee participated in rebuilding of leadership team, conducted integration process with new managers, facilitated team development to break down silos and build a culture of urgency, quality accountability, & customer service.

Sector: Federal Government

Coachee's role: Superintendent

Outcome: Coachee improved his leadership and management skills as well as supported coaching and training to six members of his management team and 20 front line supervisors.

Sector: Engineering & Project Management

Coachee's role: VP of Transportation

Outcomes: Coachee developed improved awareness and skill in leading teams and communicating effectively in conflict situations. He supported the development of direct reports in a shared leadership team environment that had not existed before.

Sector: Industrial Construction

Coachee's role: VP

Outcome: Coachee built a long-term business development plan for new branch office and developed leadership and management skills in performance management, communication and conflict resolution.

PERSONAL PHILOSOPHY

We believe in a philosophy of personal responsibility for thought, emotion, behavior and results. We also believe that most people welcome this responsibility once they realize the dysfunction, pain and struggle that occur without it.

We believe that the majority of conflict and disagreement in the world is actually based on misunderstandings. When the misunderstanding is recognized the disagreement is dissolved into the agreement that already existed. The problem is the emotional wave that hits us in the middle of an argument that causes us to forget any communication skill.

Furthermore, we believe opportunities for greater success exist even in the worst situations. Stressful situations are signals a change is needed. Good leaders recognize and take advantage of such opportunities for change and improvement.

One of the most common challenges of leaders is to balance their positional authority with the need to collaborate with employees. One of the subtlest skills required to succeed at this challenge is to be able to successfully reduce resistance to change and conflict, both in oneself and in others. Unfortunately, very few leaders are naturally good at either, but fortunately most leaders are able to learn this emotional intelligence.

Leaders who are personally and professionally responsible are able to develop a level of trust that encourages people to engage in productive, ideological conflict. It is a good leader who encourages and facilitates disagreement on the way to building consensus where possible or the respectful use of authority when required. It is only through such free expression of ideas that a commitment to shared goals can lead to holding one another accountable for expected results.

We believe that expected results of training and coaching should be agreed upon in collaboration with one's supervisor and directly connected to performance management. We also believe in working with a team of coaches in order to provide each client with the best quality resources to meet each situational or development need.

Link to Article Series: Reducing Resistance to Change and Conflict: A Key To Successful Leadership - http://www.resource-i.com/leadership_series.html

Link to Article Series: Leadership Efforts: Why They Fail, How To Get The Results You Need <http://www.resource-i.com/PDFs/WhyLeadershipDevelopmentFails.pdf>

QUALIFICATIONS AND ACCREDITATIONS

[Robert Pennington, Ph.D.](#)

Ph.D. educational psychology, 1966-76 University of Texas at Austin, 1970 Outstanding Student Award. B.A. in psychology and computer science. Dissertation: Investigated factors affecting how change is adopted by individuals and organizations: Completed 3 Internships in clinical, counseling and organizational development. Graduate of National Training Labs' (NTL) Professional Development Program.

Former university assistant professor teaching social psychology of group leadership and interactions, interpersonal effectiveness, and managing the change process.

Award winning author with numerous articles for magazines, newspapers and websites, training manuals, web based trainings and five-time award winning autobiographical self-help book: "Find the Upside of the Down Times: How to Turn Your Worst Experiences into Your Best Opportunities!" Available on [Amazon](#)

[Stephen Haslam](#)

B.S. in Business Administration from SUNY Binghamton 1976, MBTI accreditation 2009. Managed Training/Retreat Center in Shenandoah Valley of Virginia 1979-82. Travelled internationally as trainer and coach 1982-87. Managed Community Center in Virginia Beach 1987-91.

Began coaching and training in 1982 (continues to present) as a vendor with ExxonMobil. Provided management training and coaching in Slovenia from 1995 – present to businesses, government agencies, and the general public. Co-founded in 2000 and continue to manage businesses that provide web-based trainings and lessons to schools to support discipline and character education (www.mindoh.org) (www.geodeedu.com).

Became Managing Partner for Resource International (1995 to present) working in-depth with organizations by coaching managers who are tasked with leading stressful and rapid change. Coached executives to more effectively integrate interpersonal skills into their leadership repertoire. Assisted organizations from the top down as well as the bottom up. List of clients at: http://www.resource-i.com/about_clients.html

Together, Rob and Stephen are:

Developers of numerous unique models and techniques for managing change and conflict, both individually and organizationally.

<http://www.resource-i.com/communication.html>

http://www.resource-i.com/stress_management.html

http://www.resource-i.com/programs_decisions.html

Distributors for Inscape Publishing (DiSC, Change Profile, Team Dimensions Profile), CPP's assessment instruments (MBTI, TKI, FIRO-B) as well as The Birkman Profile and Wiley's 5 Behaviors of a Cohesive Team.

References at: <http://www.resource-i.com/references.html>