

# MARILYN KOBBS

## ORGANIZATIONAL EFFECTIVENESS CONSULTANT

Marilyn Kobb is a consultant who focuses on maximizing organizational achievement through strategically-aligned team and individual performance. She helps people work together to create and meet shared goals and expectations, ensuring that a structure and environment are in place to support that achievement. A seasoned facilitator, coach, and trainer, Marilyn works with organizations in the areas of:

- Creating strategic alignment—multi-cultural project teams, organizational units, and alliances
- Building strong working relationships within and between groups
- Managing the process of change/transition in strategy, operations, culture, and organizational structure
- Performance coaching, training and development—leaders, teams, individual contributors, presenters, facilitators—to support organizational effectiveness

**Background summary:** Marilyn has over twenty 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. Marilyn holds a Bachelors degree from the University of Texas at Austin. She is currently a partner of The Kobb Team, a Houston-based performance 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 **effective partnering relationships**...and then **translating strategy into action**. 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's primary focus for a number of years was corporate training, including managing the function and developing and implementing company-wide programs. Marilyn conducted training across the full spectrum of competencies in these areas: leadership, interpersonal communication, team effectiveness, performance management, facilitation, meetings, personal effectiveness, quality management, and presentations. Her current training approach is based on a facilitative model—customized and application-based, working real-issues real-time; 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 also worked with many clients—executives, managers, team leaders, facilitators, presenters—who preferred to approach performance issues/priorities/needs and skill development in an individual coaching forum. This customized process included assessment, definition of outcomes, development of goals and strategies, action planning, implementation with feedback, and integration into future performance. *Behavioral style and values assessments* add dimension and provide useful qualitative/quantitative feedback for individuals.

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

Aker Maritime, American General Corporation, Atlantia Offshore Limited, Bank United, BHP Billiton Petroleum, BMC Software, BP, Coflexip Stena Offshore, ConocoPhillips, Destec Energy, Domino Sugar, Fluor Corporation, Galleria Limited, Gulf Coast Regional Blood Center, Houston Community College System, Jacobs Engineering Group, Jacobs Field Services, Kellogg Brown & Root, Kerr-McGee, Lesley & Associates, Mariner Post-Acute Network, M.D. Anderson Cancer Center, Mustang Engineering, NOVA Bus, Ocean Energy, Petrozuata, Producers Assistance Corporation, Reliant Energy, Setec Protection Service, Shell Deer Park Refinery, Spars International Inc., Technip USA, The University of Texas Medical Branch Galveston, Unocal Corporation, Wood Group Gas Turbine Services, WorleyParsons.

***Client feedback:***

“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 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

“Marilyn Kobb of The Kobb Team facilitated a recent offsite strategy planning session for a group of eighteen Parsons Sr. VPs and VPs. The two-day strategy session was superb—we accomplished more than we had dared to hope to accomplish, and the presentation Marilyn helped us prepare the day after the strategy sessions was truly outstanding. Our own history verifies that without her skilled facilitation, we would have muddled around for two days and would have developed a far less comprehensive and well-defined strategy for our company’s future. Using the result of these sessions, we are now embarking on a total remake of our worldwide operations organization and work processes.”

—W.T. (Tom) Thweatt, Sr. Vice President, Worldwide Operations, Parsons Energy & Chemicals Group

“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.*

“Marilyn Kobb is an outstanding consultant and business partner for HL&P. We rely on her expertise in the areas of strategy, needs analysis, team facilitation, project management, and training. She has worked with various organizations in the company and has the invaluable ability to be immediately accepted and respected by whatever group she joins. Her most outstanding skill is the facilitation of various types of teams, guiding them through difficult issues and helping them to be focused and productive.”

—Kathy Hoeg, *Internal Organization Effectiveness Consultant, Reliant Energy HL&P*

“Marilyn Kobb assisted our five-member Information Services executive team to hit the road running. Our self-directed team was formed when several different competitive units within the University of Texas Medical Branch were merged into a centralized support function. Our first agenda was developing strong working agreements that would make future actions and decisions both efficient and effective. Marilyn stepped up to the challenge, and in a few meetings helped us develop the guidelines that we still use three years later. Her help proved on target and durable.”

—Cecil Denney, *Information Services Leader, University of Texas Medical Branch*

“I have worked for two companies where I’ve used Marilyn Kobb for facilitation of key strategic meetings with executives and for delivery of advanced facilitation training workshops. She consistently surpasses my expectations! I trust her abilities, judgment, and recommendations. She works as a partner to customize solutions and ensure that when the implementation process is complete, the outcomes live on. She has designed and delivered huge events with many people and small processes with key people. The outcomes have defined our new culture and helped us to live it daily.”

—Douglas Stark, *Director of Training & Learning Resources, Mariner Post-Acute Network (LCA)*