

Dr. Rob Pennington

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Mike: You know Rob, I was really looking forward to spending time with you. You are a Psychologist, co-founder of resource international management consulting firm that works with some of the best and biggest names here in Houston area, for that matter nationally.

You've been recognized so many times and one of the ones that stand out to me more than others that, Exxon Mobile, who brings in trainers and consultants globally. For 34 consecutive years you've been recognized as with the highest trainer evaluations a year after year.

Dr. Rob: Yeah, we didn't know that for many years, just as they were starting to move away from the boutique vendors, people like me, to choose couple large international companies that would do all trainings in all continents in all languages.

They let us know that they had looked in our files found out that we have the greatest evaluations the year before and they went back and went back and found that was that way all the time. We only got our evaluations, we didn't know anything about in comparison to anybody else's but, that's a great thing to be able to say that, I've accomplished.

Mike: I can imagine.

Dr. Rob: Thank you for noticing that.

Mike: It's kind of an outside view of somebody coming in and giving you credentials that you all deserve.

Dr. Rob: You know, we were kind of set up a little bit because our programs were successfully managing the stress of change, and successful work relationships and most trainees, I think people were getting technical and very analytic, and ours were more personal, more about how to deal with inevitable challenges, both at work and at home and so, we had unique advantages, interns of getting great evaluations.

Mike: You know, one of the key things to the clients I've talked to today, recruiting the right people. More importantly, how do you engage

and retain exceptional talent? And one of my favorite quotes that I have run across over the years is been, the future of your company resides in the people who choose to follow you.

And here we are, as leaders who are tasked as to create a vision, create a direction, have a project we are trying to drive toward. Then we run into a situation, when we are trying to make change take place, we run into obstacles that throw us off course, and it causes a huge stress build up, not only in ourselves but in our people. And our job is to navigate that.

You are an expert in this area and a lot has to do with not only because of what you teach, but you had a few things you had to do in your life that you had to deal with.

Dr. Rob:

Getting divorced and getting shot, having teenage step daughters, being self-employed and having to survive some IRS audit. All of those are kind of challenging and so what I talk about, is that I don't have any doubt about the value of it, and I think that it adds to that creditability about, we all have this automatic stress reaction that hit us all through the day, when anything isn't what we wanted to be. And how can we learn how to recognize and quicker move into them faster. In some very practical ways, a lot of it has people hear that, you not supposed to have stress, or your stress should be ended, but I think that is not realistic.

As Leaders I think we are always going to have, as you are saying on top of the show, unexpected changes that going to happen and some of them are pretty challenging, pretty difficult. I've learned some things to deal we what are called the, "elementary lessons in life", all the irritations that we deal with all throughout the day and I think, how we deal with those, will determine how we deal with the grade school lessons, when they come that, throughout our career and our health, and our relationships etc. and the leader needs to be a good model of that.

It is not just about the technology for helping people deal with change and that really about the emotion people side of resisting to change. but they have to be a good person who's choosing the challenge themselves, modeling how best to deal with this. So, we try to work with both leaders and their teams to help them move forward, and sometimes it's not something that they would have chosen, not something they would have preferred.

We had one company, who their accounting department had about 100 people in it, and during the year they going to outsource about 30% of them to another country, and so 30% of them would lose their job, but they didn't know who. So, technically this company would do, get away together, build a PowerPoint, this is what going to happen, are there any questions?

Mike: It doesn't happen.

Dr. Rob: People were caught like a deer in headlights at that moment, and so, a manager who attended one of our courses called and said "I got to do this.: I think it is going to be challenging. What advice do you have? and we say, "Well, let's deal with the first line supervisors first to deal with their emotional adjustment, and they will be able to help deal with their employees". So, when can we tell the supervisors some work with them? He said, "We don't tell the supervisors". He said," What do you mean?". He said, "Well, we will tell them the same time we tell time we tell everybody else".

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And I said, "Why?". He thought that it's just the way it has always been done, and I said, "So, what are you concerned about?", he said, "Well, if we tell them early then somehow that will leak out." and we don't want that to happen and I said, "OH, you don't trust your supervisors". And he was like, "Well. If you put it that way", and I said, "Look let's try something new, let's trust our supervisors, let's get them together for a day a week before and help them process their apprehension, their concerns, their frustrations".

And all this is based on something I did my dissertation on 40 years ago, called the "Concerns based adoption model" CBAM .

Speaker1: I love the name.

Dr. Rob: CBAM!

Speaker1: Had to slow you down on that.

Dr. Rob: And anytime you have change, there are predictable levels of concern. Concern Based Adoption Model. So, the concerns for self, concerns for task, concerns for impact, and generally leaders only focus on the task and if you don't address concerns on self that people have difficulty engaging in the concerns for task and have less energy for the concerns for impact. So, what we did is we said, "How does this change impact you? How does it impact your team? How does it impact your department? How does it impact your family?" And we had the leaders process through that themselves, and they experience being understood, so that is the key goal in dealing with any kind of change, dealing with resistance to change, is based on an assumption that human beings with tolerated disagreement when they experience being understood. They will not tolerate not being understood.

So, everyone is going to have some emotional fears, worries, and anxieties about any unexpected undesirable change. And leaders tend want to kind of ignore that, but we want them to put that front and center right away, so we worked with another company that was doing a big transfer. People have moved into the city from another state to be close to the office was, and then they were going to move the office 20 miles away. So, we would have thrown work at each department and having people talk about what are challenges, what are we going to have to deal with.

Leadership is about giving opportunities to people to understand, so once we got with those supervisors in the previous accounting department, they literally got everybody together and they did the same kind of PowerPoint. We took the supervisors, and they now

experienced being understood by their manager, after they have done that, now they can really listen to their employees and in these small groups they went to that process of having that worksheet. And then we took all the supervisors in the middle of the room, with the manager to represent the concerns of all the employees who are like flies on the walls for this.

They want to make sure their supervisors knew their stuff. And that was the important part of process but it was sufficient, it not where you stop we had lunch we came back and we had put up around the room, all the major challenges that they came up with about having to deal with this change.

And we put them in small groups, and each other these work stations they came up with all kinds of suggestions, what could they do. And then, they would move to the next workstation, and we play marching music, and they moved all the way around the room so everybody brain stormed solutions to these challenges, and they ended up back where they were before, and they divide all of these hundred post-it notes in 3 categories, something anyone could do by themselves, well I can, something we have to get together to do, we got to get permission to do, we can.

Third category can't be done. It's against the law, something like that. And once, it become obvious is 99% of all these suggestions fall in the first two categories about 50/50, 50% are things that anybody can do that don't need permission because anybody could do it. 50% of the things, you got to work together to do. So, we asked each person one thing from the first column and as a small add hard group pick one thing from the second column.

So, they leave that program having processed the emotional, apprehension about the change and having a personal and shared responsibility for implementing the change within one day and that was profound, and they had no sabotaging things which no-one was concerned about. Everybody really worked to help support those who were going to lose their job, on where else they could get

resources or where else could they get a job. Even if they didn't want a job that is okay, how do you retire now for some of them?

Mike: Well, it sounds like part of the reason for that is the power you are talking about is that everybody in the room had a voice.

Dr. Rob: Yes.

Mike: There's huge power on that.

Dr. Rob: And remember, what I said earlier. People will tolerate disagreement when the experience is being understood. We just make certain the leaders know how to create understanding in their employees. Leaders do understand but saying to understand doesn't make the employee experience being understood, that's disconnect.

Mike: Yeah. Is there something a leader needs to do to make sure that the person feels that their understood other than nodding their head?

Dr. Rob: Well, I think you actually have their word come out of your mouth.  
Mike: Your words come out of your mouth.

Dr. Rob: Yeah. You have to repeat it. Without a spin, without your attitude, without your sneaking in your opinion about it because if you have authority and you sneak in your negative opinion is just shut them down very quickly.

Mike: Because you might disagree to what they're saying and so if you put that, you call the "Spin off" but there.

Dr. Rob: Your attitude

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Mike: Yes. The attitude on top of it, makes you feel maybe heard, but it doesn't make them feel understood.

Dr. Rob: Exactly, and we have a 6-stage process, 6 stages in creative support of agreement, which can help them monitor themselves. So, stage 3 is when I get to say my stuff and say each one is when I'm listening

to you and you tell me if I finished stage 1. You tell me when I have understood. And stage 2 is I need to agree to agree with anything that I can. Cause a lot times we have a disagreement the percent of disagreement to agreement is small. There a lot more agreement that we have disagreement but if we focus on the disagreement first, the other person thinks that we didn't agree about anything, and we lose all the power and impact of all the ways in which we agree. So, that's stage 2, and if I misunderstood as the leader it's over there. We don't even need to get to stage 3, I misunderstood thank you very much for making me see.

Mike:

Given them an opportunity to come back in and clarify the essence of what they are saying so that they would really feel deep inside that you heard them, they have a voice, which makes them a little bit more open for what you are sharing. As a leader, you helped them feel a sense of engagement.

To be able to move through those times, that are difficult and they cause maybe some bit of an adverse environment because you are going through challenge, as a leader you are bringing clarity by going through problems, going through situations.

Dr. Rob:

Yeah, so what we want to do is help leaders deal first with the emotional ways that hits us as a leader, that causes us to forget any communication skill. And so, I have a process called, "Speech your stress and 5 steps of 15 seconds", and it's not just about health, it is about dealing without emotional wave quickly. If you go to [drrobspeaks.com](http://drrobspeaks.com) there is a link to get access now.

Once you learn how to do that, then you got to have some modeling about how to empty them of their ideas, create the need understand in order to have influence. That's the whole goal. As a leader, I have a little list of formulas, you got to have the right ideas, plus being effectively influential in order to produce successful results.

And its having that influence. we have another leadership video on effective communication using a little water glass, if you go to again,

drrobspeaks.com, It's kind of at the bottom of the page and there is a link to some other communication models, hangouts and worksheets and all kinds of stuff that help people learn how to in the moment, recognize the need to help someone process through resistance to change.

Mike: So, you have videos, and forms statement of actually going in listen, explain in detail but the difference steps how to speak through change?

Dr. Rob: Because I believe absolutely everyone, leaders and parents alike, need to know this stuff, and there is no way I'm going to get around the talking to everybody. So, making it available online and making it available for free, I think is one of the best way to have a positive impact on the world.

Mike: I love it.

Dr. Rob: And it's certainly made in difference in my life and so I'm grateful to make it available for other people.

Mike: What we've been talking about is, about communication, whenever you have a stress due to change, due to diversity that your dealing with, you are trying to lead your team though. The component that is running through my head now is communication, but you also have the way leaders that we have to watch out, we think whenever were dealing with high stressed times.

Dr. Rob: Yes.

Mike: You were talking about the need to move through situation, move through circumstances, you used that move a couple of times, which meant action. I find that when people get under high amount of stress or something hit them unexpected a lot of us don't run into the actual, let me move mode.

What happens is which is the opposite, it's kind of like we are like the deer in the headlight, we freeze.

Dr. Rob: Yes.

Mike: I thinking about a possum on the pole outside my house when I first moved to Houston. It was big possum when you go outside and put a light on them, it would stop dead in its tracks. And I have two huge dogs that just want to eat that possum and the possum wouldn't run away. And to me, I want to kind of remember that in my head, as a leader, that am I becoming a possum right now?

Dr. Rob: That's a great analogy.

Mike: Is there something that you can think of that you've learned to help people, some fairly hard companies go through real difficult times, the manner of moving the act.

Dr. Rob: Well there is a wonderful quote from a man named, Paul Solomon it said, "What you're unaware of controls you, what you become aware of you can change", so, how do you increase awareness of what your stressful habits are. And so, I'd identified some call it the automatic stress reaction, that again I think happens anytime, anything or anyone isn't the way we wanted to be.

We tend to hold our breath, tense our muscles, have self-doubt, think negative and get serious. And I think we are really good at it. We just do it without thought.

Mike: So, it's okay if man were facing a tiger.

Dr. Rob: Yeah. and I think that's the deer in the headlights, I think that's the possum freezing kind of things but if I become aware of it, then you can move through quicker to the stress management response, which are the 5 steps in 14 seconds, which is breath deeper, relax completely, reassure yourself, think positive and look for humor. And to think positive is not Pollyannaish kind of thing.

It is based on the idea that when we are worried by definition, we are worried about the we don't want to have happened, that what worries about. The opposite of what don't want to have happen is what we do want to have happen that's called a goal. So, the opposite of every worry is a goal. And how to I recognize my worry quicker and turn my mind move towards that goal, and all I got to do is take my action in the general direction.

I may have no idea actually have achieve it, but I could take one action, I could do a google search, I could call a friend, I could do something that would help discover something more, like that manager who called us help me think how to present this and people who are think have some apprehension and fear and resistance to this. He didn't know how but here knew a resource and he asked. So, a lot of times that a powerful way of moving is asking for help really quick.

Mike: Yeah. And also, what you are describing what comes to mind is that a lot of times the leaders who run the challenge we don't know the answers, we don't know end results and what it does its stop us, from at least taking a step forward especially, you're quote from Paul Solomon, is what you are unaware of controls you, and what you identify, you can change.

Well, the identify is what am hearing you talk about hear is what step can I take forward to gain a piece of knowledge that I don't know now, which help develop a game plan.

Dr. Rob: Right.

Mike: Which means that give us the ability to move someone into action.

Dr. Rob: And we have that CBAM model, you know, were we can focus on what are people self-concerns, status concerns and impact concerns. But we also, have model called the, "Ad Car Model" that get from proxy. ADKAR which is Awareness of the need for change if people don't have that, then they are going to have more resistance.

Do they have the desire to participate and support the change, that's the "D"? Do they have knowledge about how to change, do they have the ability to implement the change on our day to day bases and can they reinforce to keeping place? So, there is assessments that you can do with individuals, with groups on where they are on those 5 dimensions so that it gives you a sense you need to focus, which of these not clear and how to address that. And so, there are tools like that, as well as all kind of change management, models, and templates that provides some guides from moving through the wilderness.

Mike: Yeah. I love the wilderness especially cause you'd I talking today, were both in Houston, Texas which is the oil capital of the world and a few years ago was a huge bright spot, and today ,unfortunately, it's not, just from an economic stand point. A lot of challenges going on in your industry that's causing a work environment for a lot of companies, that from an overall atmosphere real difficult to move people forward because people are afraid.

Dr. Rob: Well, and I think you have to, therefore, create context, a structured context, a supportive context for looking at those fears. And looking at what are we doing to address those.

Mike: What are two or three things that you have been able to help the clients you have worked with?

Dr. Rob: For instance, we worked with the navy and Nordic when they were closing bases, and so people have been there for generations and they're afraid of losing to job. They never gotten another job. When they graduate high school, there dad handled them those employment form to fill out. And so, this create a context for an opportunity to express those but also what do we need?

So, what are the resources that are available, that could be connected, reaching out to community colleges about what was, about reaching out to staffing agencies, creating opportunities to help people make that transition and providing, that support? I think

people can recognize if those extra efforts are being done, and I think that they realize that they can't really expect more than that. Nobody going to get a new job for them but someone can help them in that transitions and, same thing was done with that company that has 30% out sources and losing 30%, is that they brought in a lot of resources, that people might not be able to find it on their own.

People ended up feeling cared for even though, it was difficult transition they understood, quote on quote, was a personal, even though an effect were extremely personal. About what kind of support can be provided to people in these changes, that's the first question to answer. After, you've created an environment where people can express some of their concerns. It's different from complaining and whining, being upset about stuff, is actually you have to make that understand occur. And work towards what are the immediate middle and long-term actions we need to take, given the change that were addressing.

And how that affects us as an organization as a team, but also individually and what kind of support can we provide.

Mike: Is this sort of fit in to the model of the 5 disfunction's of a team, were the 5 behaviors of a cohesive team that the first level is building an atmosphere of trust. And trust is not, ***do I believe you*** but trust is an atmosphere of, ***do I feel safe*** to be vulnerable.

Dr. Rob: Yeah. Can I express my concern, and can I express my doubt and that's usually not something people know how to do easily, leaders don't know how to do?

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Hardly anybody grew up in a family were there was no conflict, so we go in to the workforce not trusting, conflict can be dealt with well, particularly with authorities and most people either know how to fight or fly and in-between those is this whole area called communication.

Mike: And that's where you thought is what popped into my head is that, there such a connection with everything you are talking about between trust and communication creating an environment where people feel empowered to speak, creating an environment, where you are sharing information with people, and you are not afraid to share information.

Dr. Rob: For instance, this here is a structured question from a survey around it based on the ad car," List the factors or consequences, good or bad related to implementing this change that effects your desire to make the change, you will need to make".

What makes it difficult to be motivate to make this change. What encourages you to be motivated, so it is just asking simple questions sometimes and creating an environment for people to risk being honest and its really important how leaders handle that because if the leaders move too quickly to reassure, even or to disagree they can shut down the process. So, it is really about knowing how to complete that process how to empty the person out, how to have them confirm they being understood and then stage 2 to agree with as much as you can before you start deal with it.

There is another model from a book called,"Corp business" the 30 management principles of the U.S Marines and one of them is to side and then invite to sink. So, this is a good thing to do no matter whether there is an adversity that's happening, whether there is unexpected undesirable change. But anytime a decision is made that affects people, and they don't get a choice about that decision.

It is an important to let them express their concerns about that decision. So, the marines teach this as a tool of leader to side and invite to sink. What are the risk? What are the challenges? What could go wrong What bad things are we going to have to deal with? Let's not have any surprises as we go through this difficult assignment.

Mike: It goes back into putting a magnifying glass, focusing on the issues and items that you are dealing with and once you raise those up then

you're able to navigate or actually impact to change the outcome because your pushing information up.

Dr. Rob: Right.

Mike: And as a leader, you can't be afraid of that. All this sounds like, this amazing process speeding through stress, 5 steps in 15 seconds, you share with me before that's actually done in 5 seconds, but most people don't believe that because we are so time conscious as leaders, we run into this issue that everything you are talking about sounds like it takes a long of time, to create this environment, were people where you get a voice and, as a manager is to do my job.

Dr. Rob: Yeah, it does take some time, but it's kind of like the Emily oil commercial, pay me now pay me later, not doing it can create a whole lot of problems down the road, a lot more sabotaging communication, conflict, all kinds of stuff can spin out by not creating the space to deal with it upfront. And so, you are right it does take some times and energy usually, it requires some training, coaching , and practice on the part of the leaders.

Because if someone values this approach and understand what needs to be done, they may not have lot of experience doing that. So, having a facilitator there in the first few times can be helpful and moving through it quicker.

Mike: As opposed to being the voice outside the room. It creates an atmosphere sometimes a new duality and when you describing that I kept thinking about Max Dupree who wrote," Leadership is an art" and one of the things he pointed it out as there is a big difference between being efficient versus being effective and sometimes, as leaders we try to be efficient in our step but we lose our effectiveness, and that what I'm hearing you say is that we try to speak through things in an atmosphere of being efficient , at the end of the day we pay a price for that, because we diminish our effectiveness of what we are trying to implement.

Dr. Rob: And I can understand of someone who would have reluctance to creating an opportunity to hear how employees are feeling emotionally about something. Because most of their experiences has just been conflictual it just gets into complaining. Because they don't have these models to follow to process that information in a constructive supportive manner.

That how we have these things online, that why we do these training, our coaching to help any organization particularly balance their authority with collaboration. So, that's the long range goal , how to have a leader who maintains their authority, but as the same time can constructively and supportively engage their employees in collaboration because particularly from the retention point of view your high potentials, your best and brightest, they are not going to tolerate not having opportunities for input.

That doesn't mean they get to decid., but have some input is a requirement for younger generation. But I think, it should be for everybody.

Mike: It really is. I have talked to a client of mine and their vice president of sales and asked her why you have been with them for 5 years, and you are considered to one of their high potential people.

Just out of curiosity why have you stayed there? And one of her comments was, it said going back to what you talked about earlier her respons: because I have a voice, she listens to me and but the next sentence was what was amazing to me, was she only does what I suggest maybe 30% to 40% percent of the time, but I got a voice 100% and I just never forgotten about that.

Dr. Rob: Yeah. And it takes mature leader to be willing to tolerate and facilitate the difference of opinion without feeling like a threat of authority to make a decision.

Mike: You were talking about the importance of getting people to express their feelings and emotions especially who work in a technical

environment, you read about the importance of taking out the emotions, you have to look at the facts not the emotions.

Talk to me for a second as the importance of a leader, the value of dealing with the feelings and emotions of the people.

Because some of us are wired specially, we are very fact based, and that's where is the tension come into play.

Dr. Rob:

Well, we use a lot of different assessment instruments like the Disc, birkmen, the Meyers Briggs type indicator, now the 5 behaviors of the cohesive team. And yeah, we do have different approaches how decisions vary like NBTI we talk about the thinkers, of the objectives, whose focused-on fairness, who wants to result oriented, and someone who is almost a feeler, who focused more on values and harmony.

Both of them want the right decision, and both of them want basically everyone to agree, but the thinker goes thought a process, where I come up with a right decision, everybody should agree, the feeler believes that if we all agree that is going to be the right decision, so neither one is the best approach. But it's important to have some combination of both, so for the thinker they need to include in there variable of decision making what are people are going to implement this, thinking and feeling about it.

Because the feelings are just another version of their thinking, so If you're negative, if you feel upset, it is because you have a negative belief, and If you are positive it is because you have a positive belief, so how can you both feel communicate about their thinking.

You could move that there are 5 levels of communication, there is some facts in there somewhere. There is a person's opinion about the facts that make them right or wrong, good or bad. There is an emotion we experience because of our judgement of the fact the intensity of our emotions is evidence how important, the event is and there are some expectations, there something we are wanting and most people don't communicate thoroughly on all 5 of those levels.

There just no thinking all levels. They are thinking of two or three of them.

Maybe emotions are one thing that gets communicated may not be in saying that their emotion is, but they are communicating their emotions. So, one of the things I teach leaders is when someone is angry, they are telling you two things, 1 there telling you what they are saying it is important to them.

That's kind of obvious. The 2 things not so obvious is that there telling you is that you don't want to hear what they are saying if they thought you wanted to hear it, they wouldn't to have to get angry to tell you. So, they are assuming resistance on your part and putting that effort to get through your resistance. So, I teach leaders the first thing you want to do is not be resistant.

Be interested, be curious, why are they thinking what they are thinking, and in the process of applying the first stage, I understand you, you listen on the 5 levels repeating what they are saying. The persons find their anger that kind of goes down because you no longer resisting hearing. You may agree with them but you are not dealing with that till stage 3 and so there is a process that, leaders can learn that helps them take advantage wherever their employees start.

Are they going start with an opinion or they going to an emotion or they going to start with what they want and be able to bring that out and ask questions to get through communication out of them? And something when you empty someone out of first things they are saying and ask simple question," Is there something else?" What are the chances there might something else?

Mike:

Yeah. You were talking about that, what hit is that I looked at hose 5 different levels because of the leader I have to push through and make sure that I get the emotion aspect of what we are talking because sometimes those emotions can literally put a blanket over some information that we need and if I bleed that dry, I'm not going

to the knowledge that I am looking forward to be able to move forward

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Dr. Rob: So, leaders want to be influential and sometimes that means changing someone's point of view from their point of view to your point of view, and what I have discovered is just being right is not sufficient. That if they aren't able to be understood and experience of being understood about their point of view and in their mind, nothing has any relevance because I don't understand. So, if I want get idea into them, I got to empty out things I don't really understand and I have to create that experience and being understood and agree as much as I can cause no there a space over there to consider this other possibility.

Mike: Much so, so if you don't empty that, there is no room employee for any input that you might have on the subject or any guidance you might want to give when dealing with that individual. You won't get more information on something more important that is going on that is causing tension, unrest, dissatisfaction. It is our job to step in the middle of it, not with the answer but I know from conversation you and I had before, our job is to release the information that is already in the room.

Just keep the information moving because even though the such power in the words they maybe have the same thought that I have but rather than me sharing it, there is so much more power coming out and allowing them to share the though.

Dr. Rob: Oh yeah, if the leader tells them the solution, you risk them of telling them, "OH he didn't think I was smart enough to think of that. But if you solve the problem and they come up with their solution. How smart are they?

Mike: That's right especially if you let your ego out with a reply of Well, I was going to say that.

Dr. Rob: Yes. And if they come up with something else it's probably pretty good sign as part of the mature leader. To consider what they are seeing that I'm not and to ask question about that and some percent of the time to agree to what they're doing if they don't think that if it's the best thing, cause they all have to they think is best. Then you have trained them to open their brain and only focus what you believe and you lose the power of having people covering your back as the leader when you do that.

Mike: You bet because there is no buy in number one, number two there is no synergy and it goes back to the way we started this whole conversation was that the future of our organization lies in the energy within our people. And our job is to release that energy and there so many times I've listened to you talk, the things we do inertly that literally drains the energy out of the room a conversation a department, a project, a situation, our home is what we are talking about is everything that I am hearing you discuss affect us with your spouses, and our children and our parent, the model actually worked into the model way of life.

Dr. Rob: Yes.

Mike: This is huge. You know, Rob I really appreciate all the time you shared.

Dr. Rob: I'm excited to be able to do it.

Mike: It was great. It was great especially when you looked what we have talked about the journey that we are on, from the leadership stand point, our job is to step into difficult challenging or trying situations. That's why leadership is needed, if there is not something challenging, if there is not a corner that we need to turn, people don't need to help. So, our challenge is to able to come to become that source to creating communication, to build trust, to be able to take steps and actions to do so in adverse situations.

Giving everybody a voice when we interact with our group and most importantly out of what we have talked about find ways to help

people feel understood, because when we do that, then they feel sense of connection and we steer them from looking at their own objective to look forward to corporate objectives.

Dr. Rob: And no more likely tolerated disagreement then.

Mike: Totally. So, I one of my favorite books I've read is the upside of down times which is **Rob is the** author of.

Dr. Rob: the upside of the downtimes actually someone mentioned about the book the upside of the downtimes.

Mike: My last question I would like to ask, is there something on this subject that I needed to ask to that I didn't that has to do that something that you have learned in your journey in helping the organizations, stir through difficult times, difficult situations, difficult circumstances to achieve the ultimate goal that they were trying to accomplish.

Dr. Rob: Well, most organizations already accept the importance and value of project management. And they already have a lot of tools and technique in that.

What they need is the missing piece called, " change management " and learning how to incorporate change management because that is going to include some of the things I'm talking about some of resistance to change. There is a lot of tools and techniques, and this better be a part of every project that people are managing.

Mike: And especially when you say project because people will be listening to this that they run small business, they don't have large staff but every day, they deal with circumstances, situations that need attention, need the difference in direction and most importantly need an environment where people choose to follow the leader

Thank you so much for you time.