



# EFFECTIVE INFLUENCE CONFERENCE

PRESENTED BY CROSS-CULTURAL COMMUNICATIONS, INC.

## REGISTRATION FORM

EFFECTIVE INFLUENCE CONFERENCE JANUARY 6 - 11, 2012

To register, send a 50% deposit to Cross-Cultural Communications at 91 28th Street, SF, CA 94110 by Nov.30 or until seats are gone. Pricing is described on page 4. Scholarship applications require essay, email [scholarships@effectiveinfluence.org](mailto:scholarships@effectiveinfluence.org) for information. Minimum price covers room, board & meeting spaces plus free training, varying by season and # of attendees but rarely under \$475.

### DEMOGRAPHIC INFORMATION

NAME .....

EMPLOYER .....

ADDRESS .....

DAYTIME PHONE .....

MOBILE PHONE .....

EMAIL .....

### OPTIONAL

This optional information is requested so as to avoid inadvertent "tokening" of minority groups while maximizing diversity of opinion, and therefore value of feedback, in each of the workgroups.

AGE ..... ETHNICITY .....

GENDER ..... ORIENTATION .....

OTHER IDENTIFICATIONS .....

.....

.....

DIETARY CONCERNS .....

.....

### RIDE SHARING TO THE CONFERENCE SITE

Limited parking is available at Pajaro Dunes.

ABLE TO OFFER A RIDE TO LOCAL ATTENDEES

WILL NEED A RIDE FROM .....

WILL NEED A RIDE FROM SAN JOSE AIRPORT

### CONFERENCE COST

- \$3,500 Executive package (single room, 360° feedback)
- \$2,900 Manager's package (shared room, 360° feedback)
- \$2,075 Standard package (shared room, corporate sponsored)
- \$1,275 Standard package (shared room, non-profit sponsored)
- Scholarship rate, please see below **and include \$300 deposit.**

**Total conference cost:** \$ .....

**Less 50% non-refundable deposit, enclosed:** .....

**Balance due upon arrival:** \$ .....

### AGREEMENT

Application not valid until **each** of the following are read & checked:

- I have read this brochure and hereby apply for membership in the conference.
- 50% deposit is enclosed, check to Cross-Cultural Communications.
- I understand that this application constitutes my commitment to attend this educational conference, and that my deposit is non-refundable. I will inform CCCI if I am unable to attend.
- I understand that my commitment also extends to a short pre-reading and a 90 minute executive coach consultation by phone prior to the conference.
- I am not under the care of a psychiatrist or psychotherapist, or if I am under the care of a psychotherapist or psychiatrist, I have consulted with him or her, received their explicit approval to attend an experiential process group at this time and am providing name and phone number below. (This information is requested in the rare event that a concern about your well-being arises during the conference. The staff would notify you before making any such call.)

### THERAPIST/PSYCHIATRIST NAME & PHONE NUMBER

SIGNATURE ..... DATE .....

Please mail this registration form with a deposit check to:  
Cross-Cultural Communications, 91 28th Street, SF, CA 94110

**AIR TRAVELERS SHOULD PLAN TO ARRIVE AT SAN JOSE AIRPORT NO LATER THAN 2:30 PM ON THURSDAY AND DEPART NO EARLIER THAN 5:00 PM ON TUESDAY. THE BEACHFRONT CONFERENCE SITE IS NOT CLOSE TO THE AIRPORT AND RUSH HOUR TRAFFIC CAN BE DIFFICULT.**

## SCHOLARSHIP APPLICATIONS

Scholarships are awarded first-come, first-serve on a rolling basis, so **applicants are advised to apply early by Nov. 15** and to include:

- A brief statement of financial need that details your annual household income, the sum of your income and that of any others who share expenses with you. (Roommates and children should not be included; live-in spouses and partners should be included)
- A statement of approximately 500 words about what you seek to learn at the conference, and what you believe that you can offer to the others in your workgroup, in service of their learning



# EFFECTIVE INFLUENCE CONFERENCE

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## BEING INFLUENTIAL

As increasing opportunities for women and minorities change our workplaces, being effective now means **knowing not only what works, but also with whom and when...** with enough practice to succeed with others who have widely varying perspectives and styles. **Effective Influence** builds communication skills across interpersonal & cross-cultural divides by encouraging collaboration on the “value-added” rather than “remedial” side. Attendees are offered chances to learn by doing, evaluating successes and failures while accelerating each other’s learning via interaction and practice, rather than consultation.

## INDIVIDUAL POTENTIAL

Every successful professional develops their own set of behaviors and styles with which to achieve their professional and personal goals, as well as the knowledge of how and when to employ those behaviors. Based on experiential learning techniques from the *Stanford Graduate School of Business* and the *NTL Institute for Applied Behavioral Science*, **Effective Influence** is a residential training for professionals seeking to manage challenging, conflictual or emotionally charged situations by building skills to:

**Explore gaps** between impacts attendees want to have, believe they have & actually have, while learning new ways of achieving goals

**Bridge differences** by learning to choose the conflict management style that best fits the circumstances, rather than personal inclination

**Communicate productively about diversity** using a comprehensive model that explains what promotes or impedes understanding and resolution

**Coach oneself** through emotional or high-stakes situations more flexibly by building skills to keep conversations goal-directed

**Manage difficult interactions and conversations** by building skills to communicate more completely, and thus more clearly

Most of us have taught ourselves finely honed skills in these areas, skills we learned because they worked. However, most people also overuse familiar behaviors because they are comfortable, even when other behaviors might prove more effective. We avoid repeating mistakes, but paradoxically forego the opportunity to learn new ways. **Effective Influence** enlists others to help fine-tune new options.

*“As the only lawyer and only Black female on our senior executive team, EI helped me adapt my leadership style to the different people, circumstances and teams with whom I work.”*

ASSOCIATE GENERAL COUNSEL & DIRECTOR OF LEGAL AFFAIRS,  
MONSTER WORLDWIDE INC.

## HOW IT WORKS

Feedback has been overwhelmingly positive. Rapid results are achieved through both positive and critical feedback, joint problem-solving and real-time practice. And yet, alumni report that common reactions from colleagues, clients and friends include, “**You said what to a group of total strangers?**”, “**I don’t like groups**” or “**Why would I want to do that?!?**” What alumni know is that **Effective Influence** focuses on the freedom to experiment. As one executive stated, “[Skill-building] is easier at the conference since risks are low. We won’t lose our jobs or precious relationships by experimenting with new behaviors there.” Learning accelerates when attendees jointly contract to practice by getting real, instead of by simulation or consultation after it is too late.

*“Although I approached this conference with some skepticism, it has truly enhanced my ability to interact with difficult people without losing sight of my own goals.”*

VICE PRESIDENT, FORTUNE 500 PRIVATE BANK

Each workgroup of 9-12 attendees has a quadruple focus upon personal learning goals, interpersonal feedback and group dynamics in multicultural environments. Honest feedback about what’s working and what’s not allows attendees to engage in joint problem solving; didactic how-to sessions, experiential exercises and process groups quickly bring clarity to each attendee’s essential interpersonal behaviors.

Most corporate training models leave attendees to practice new skills at work, where the stakes are high and mistakes carry real costs. The result: fewer skills are retained. At **Effective Influence**, experimentation and joint problem-solving allow attendees to gather new information about when and where (and if) making other choices would be useful, with enough time to practice. The value of feedback is increased through greater diversity of opinion: at least half of each conference consists of under-represented minorities in business, health care or law.

## A SUBSIDIZED OPPORTUNITY

Based upon methodologies developed at the *Stanford Graduate School of Business* and *National Training Labs (NTL)*, **Effective Influence** is an experiential communication skills training providing feedback about what works and what doesn’t, and with whom. Attendees explore the gap between intention and impact, and work to increase effectiveness.

**WHAT:** 40+ program hours, beachfront room and board included

**WHEN:** January 6-11, 2012 Fri 4:00pm - Wed 4:00pm

**WHERE:** Pajaro Dunes, on the beach near Santa Cruz, CA

**WHY:** To refine the skills to effectively and authentically communicate and resolve differences with diverse others

**HOW:** Send non-refundable 50% deposit by November 30

**PRICE:** Variable pricing, as described on page 4

EXCERPTS FROM THE EFFECTIVE INFLUENCE FEEDBACK SURVEYS

<p><b>LEADERSHIP</b></p> <p><i>"[This was] a unique way to learn to influence and be influenced in turn, huge parts of leadership."</i></p> <p><i>"I'm a very effective leader being my true self. Others see me in a very positive light, one that I never thought possible. I'll strive to see myself as others see me."</i></p> <p><i>"As an Asian immigrant, I sometimes found myself ignored and did not know why. At this conference, I learned how to better lead my team and my clients without having to become someone that I am not."</i></p>	<p><b>CONFLICT RESOLUTION</b></p> <p><i>"The day I returned to work I was involved in a situation with a frustrated and angry co-worker... I quickly diffused the situation using skills I learned at the conference..."</i></p> <p><i>"[When I arrived back at work], a potential 'blow up' turned into a discussion that actually improved our working relationship."</i></p> <p><i>"My response to [colleague] was different than it would have been before, but it was not awkward and it worked!"</i></p>
<p><b>SELF AWARENESS</b></p> <p><i>"Feedback is only information to process. Silence allows a picture of you to be painted for you."</i></p> <p><i>"From how I feel &amp; the reactions of colleagues &amp; friends, I have grown a lot."</i></p> <p><i>"I felt like my old self (pre-conference) was in control... my new self (post-conference) was outside my body looking and observing my actions, but with clarity about why I was doing certain things."</i></p> <p><i>"Good relationships don't start outside ourselves. They start inside."</i></p>	<p><b>ASSERTIVENESS</b></p> <p><i>"Withholding who I am at work (&amp; if I don't really know someone) hinders my relationships, because people make judgments anyway."</i></p> <p><i>"I'm influential without talking all the time."</i></p> <p><i>"This conference was very useful in finding my 'voice'... It was life-changing for me."</i></p> <p><i>"I learned that I have a big presence that some may perceive as intimidating."</i></p> <p><i>"Sometimes 'stop while I'm ahead' is better."</i></p> <p><b>Complete feedback report: <a href="http://www.effectiveinfluence.org/Feedback.pdf">www.effectiveinfluence.org/Feedback.pdf</a></b></p>

**STRENGTHS AND WEAKNESSES**

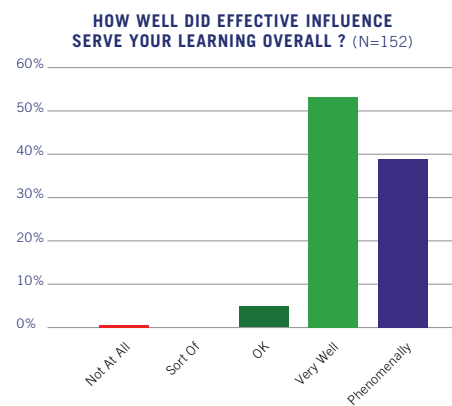
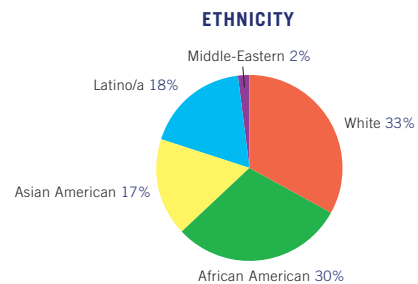
Most of us put a lot of time and energy into addressing (or hiding) what we perceive to be our vulnerabilities. Sometimes, we don't realize that after years of effort, our weaknesses have become strengths. This is a chance to discover what others see. Although group members may not all agree, they are almost guaranteed to have some interesting things to tell you. Because some of this information may be surprising, the conference will likely be emotional at times.

**HOW TO SIGN UP**

This residential program is available for up to 30 attendees on a first-come, first-serve basis. We will gather in at Pajaro Dunes (on the beach near Santa Cruz, CA) on Thursday January 6 at 4:00pm. Room, board and meeting spaces in beachfront vacation rentals are included through 4:00pm on Tuesday, January 11.

Applications will be accepted on a first-come, first-serve basis when accompanied by a non-refundable 50% deposit, due by December 1. To apply, visit <http://www.effectiveinfluence.org> or send page 1 to 91 28th Street, SF CA 94110 along with check or money order to "Cross-Cultural Communications, Inc".

After your deposit is received, a short reading will be sent and then you'll be contacted to discuss personal learning goals with a coach. To protect your confidentiality, coach calls will be made by staff members who will not be in your own workgroup. Final confirmation of acceptance into the conference will be sent after the coach calls. Those flying into the conference can buy tickets at that time, and are requested to forward itineraries to [info@effectiveinfluence.org](mailto:info@effectiveinfluence.org). Readings will be sent via email for completion prior to the conference, along with driving directions, instructions and further information.



## PRINCIPAL CONFERENCE STAFF

The senior staff are experienced trainers from National Training Labs (NTL) or the Stanford Graduate School of Business (Stanford GSB):

**Freeman Barnes** is co-founder and President of Financial & Management Systems Ltd. Mr. Barnes has worked as a senior consultant, coach and facilitator of diversity training programs for over 30 years. An NTL member and frequent guest trainer at the Stanford GSB and the Posse Foundation, Mr. Barnes has also developed and facilitated skills training programs in 10 African and 3 Middle-Eastern countries.

**Nirit Hazan, MS** is a senior facilitator for several courses and programs taught at Stanford's Graduate School of Business, notably High Performance Leadership, Women in Management and Interpersonal Dynamics. At O Partners, Nirit designs cross-cultural, experiential trainings & leadership development courses. Ms. Hazan co-founded Dialogue Circles, a personal growth series for Israeli women. Ms. Hazan holds an MS in Industrial and Organizational Psychology from San Jose State University, and a BA in Social Work from Tel Aviv University.

**Judith Noel, M.Ed.** has degrees in Education, Counseling Psychology, and Organizational Behavior, specializing in organization culture change, leadership development and diversity. An NTL member and founder of the LUNA Institute for Women's Leadership and Learning, Ms. Noel has taught at the Universities of New Hampshire, Minnesota, Sonoma State and Georgetown, and is a frequent guest trainer at the Stanford GSB.

**Jay Seiff-Haron, Psy.D., MBA** is an executive coach and psychologist in San Francisco. Dr. Seiff co-leads professional development groups at the Stanford GSB, and as a psychologist specializes in couples, parenting and child trauma. With advanced standing in the Stanford Facilitator Network, Dr. Seiff holds a doctorate from the California School of Professional Psychology, an MBA from the Stanford GSB, and a B.A. from Yale University.

*"[Skill-building] is easier at the conference since risks are low. We won't lose our jobs or precious relationships by experimenting with new behaviors there."*

**PRICES** All attendees arrive having formed personalized learning goals through brief readings and a telephone consultation with an executive coach. The executive package additionally includes an anonymous pre-conference 360° review to augment goal formation; post-conference coaching to assist with application of learnings; and a further 360° review to track post-conference results, if desired.

Executive package: \$3500

**40+ training hours**

**Private room** as availability lasts, beachfront location

**1 Exec. coach consult** to support goal formation, pre-conference

**4 Exec. coach consults** to help apply learnings, post-conference

**2 360° feedback reviews from colleagues**, pre- and post-conference

Manager's package: \$2900

**40+ training hours**

**Shared room**, beachfront location

**1 Exec. coach consult** to support goal formation, pre-conference

**4 Exec. coach consults** to help apply learnings, post-conference

**360° feedback reviews from colleagues**, pre-conference

Standard package: \$2075 (for-profit) & \$1275 (non-profit)

**40+ training hours**

**Shared room**, beachfront location

**1 Exec. coach consult** to support goal formation, pre-conference

Scholarship package: sliding scale fee

**40+ training hours**

**Shared room**, beachfront location

**1 Exec. coach consult** to support goal formation, pre-conference

**Requires application essay and financial disclosure**

## APPLYING FOR SCHOLARSHIPS

For those who are without organizational sponsorship, students and those who can demonstrate financial need, a limited number of partial scholarships are available. A guideline of 0.75% of household income is suggested for the standard package, down to a minimum fee to cover meeting spaces, room, board and materials at cost. This minimum fluctuates depending upon attendance and season, but generally falls between \$475 and \$750 for a shared room for 5 nights on the beach. Scholarships are funded by past attendees who have made subsequent tax-deductible donations after returning home from the conference.

As an example, an unemployed student without income, whose spouse earns \$80,000, would be requested to pay 0.75% of household income, or \$600. This figure represents a starting point for conversation: we recognize that expenses vary as well as incomes. To be considered for additional need-based scholarship assistance, applications must include a brief application essay and statement of need as described on page 1. To inquire about applying for a scholarship, email: [scholarships@effectiveinfluence.org](mailto:scholarships@effectiveinfluence.org)

## WHO SHOULD NOT SIGN UP

Effective Influence focuses upon the "how" and the "what"; those looking for the answer to "why" will not find that in the conference. Workgroups do get very personal, and those who are in therapy should ask their therapists if participation in an experiential process group would be beneficial at this time. Those who don't allow themselves to show any vulnerability or self-doubt in order to project a powerful image may also find the conference disturbing. However, if you are interested in expanding the range of your interpersonal skills, hearing how you are (and are not) influential, and exploring your impact upon others, whether or not your hopes and fears are visible and when it can be helpful to engage in joint problem-solving, then this may be for you.

## FREQUENTLY ASKED QUESTIONS

**Where can I find more information?** Staff bios, results from anonymous, post-conference feedback surveys and other information about the conference can be found online at [www.effectiveinfluence.org](http://www.effectiveinfluence.org). Past attendees are also available to answer questions about their experiences. To inquire, please email [info@effectiveinfluence.org](mailto:info@effectiveinfluence.org).

**Feedback makes me anxious.** Being so open with strangers is unusual. Similar formats are in use at the Stanford GSB and elsewhere, and moves groups through the various learning stages with support, safety and respect. You'll learn about your positive and negative impacts upon others, somewhere between intention, perception and reality.

**How will strangers give me good feedback?** To maximize the freedom to experiment with new behaviors and expand your range of options, groups tend to function best when composed of relative strangers. The presence of close friends (or enemies) impedes learning by binding attendees to act as usual, thus interfering with their ability to try out new things and receive honest feedback.

**How is confidentiality ensured?** Each group will work out its own rules.

**Who are the attendees?** Half of each conference is reserved for African American, Latino/a, Native American, Middle Eastern and Asian-American professionals. The other half of each conference is open to the public without regard to race, gender, age, class, orientation, ethnicity, disability or religion. Ages at prior conferences have ranged from 23 to 73, including bankers, consultants, technology and non-profit managers, psychotherapists, actors, teachers, students and lawyers.

**Is this group therapy?** No. While you may have introspective moments, the focus is interpersonal and educational. This conference is about the impact of behavior, not the causes of it. It bears mentioning that what to share and do remain your choice at all times.

**Is this like Tavistock or the Landmark Forum?** No. Everyone is different. Therefore, we have no dogma that everyone is "supposed" to accept.

**Who can receive the discounted rate?** Any attendee may apply.

**Is there a curriculum?** Yes. Certain aspects of the communications process are defined, but the content of discussion is up to the group. Each group is therefore unique, but frequent topics include how to: build effective relationships, work with (rather than against) group processes, recognize unhelpful assumptions, raise and resolve differences, move conversations forward, and give clear feedback.