



EFFECTIVE INFLUENCE CONFERENCE FEEDBACK REPORT

PRESENTED BY CROSS-CULTURAL COMMUNICATIONS, INC.

Effective Influence is a cross-cultural communication, conflict resolution and leadership skills training. Incubated by Management Leadership for Tomorrow (www.ml4t.org), the conference is intended to support the professional success of diverse groups in professional settings.

“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.”

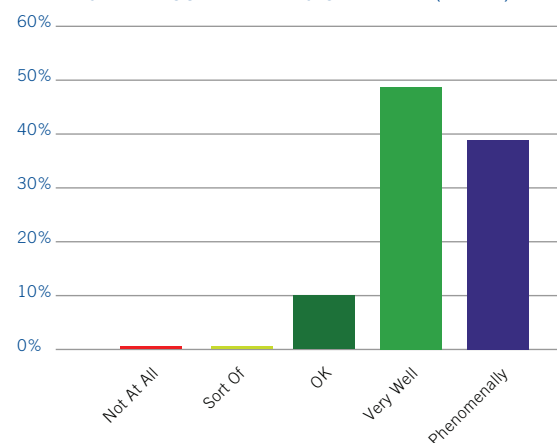
VICE PRESIDENT, FORTUNE 500 PRIVATE BANK

Based upon experiential techniques developed at the Stanford University Graduate School of Business and National Training Labs (NTL), at least half of each conference consists of people of color in the professions. The remaining spaces are open to the public without regard to race, ethnicity, gender, religion, age or sexual orientation. Some Effective Influence attendees have attended on scholarships of 25% to 85% off of market rates, depending upon need and other factors.

GOALS OF EFFECTIVE INFLUENCE

- :: Practice critical skills in bridging differences
- :: Exchange views about multicultural topics
- :: Build skills to give & receive feedback well
- :: Increase emotional intelligence
- :: Explore the meaning of group memberships
- :: Improve capacities to see, understand and influence teams at all developmental stages
- :: Learn to engage in continuous learning

HOW WELL DID EFFECTIVE INFLUENCE
SERVE YOUR LEARNING OVERALL ? (N=224)



“As the only lawyer and only Black female on our senior executive team, this conference 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.

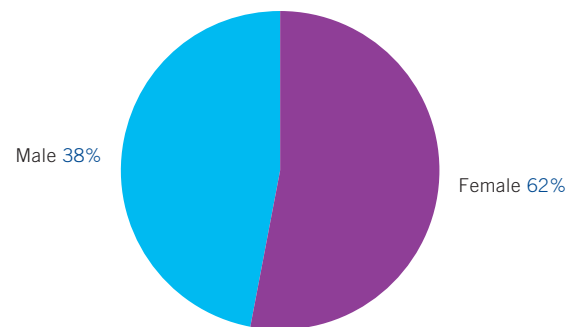
DEMOGRAPHICS

Each Effective Influence workgroup is multicultural, with significant racial, ethnic, sexual and/or religious diversity. Ages have ranged from 24 to 71, with average age ranging from 37-40 dsince 2006. Geographically, most attendees have arrived from California, New York, Texas and Georgia.

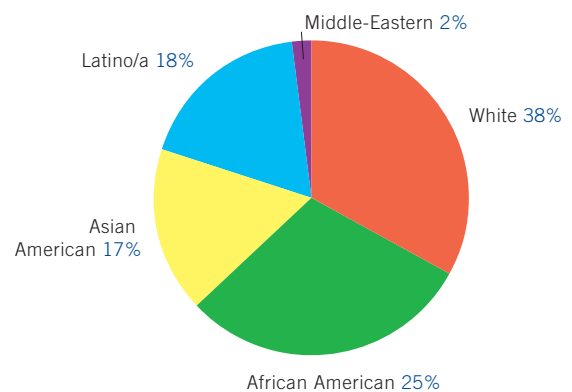
Attendees have included bankers, consultants, non-profit managers, teachers, lawyers and psychologists. Corporate and non-profit attendees included managers from Cisco Systems, Prudential, JPMorgan, Merrill Lynch, Kaiser Permanente, CARE and Catalyst Women. Other notable groups were African-American, Latino/a and Asian-American applicants to top-tier MBA programs from MLT, graduate students from Sonoma State University (Organizational Development), and doctoral students from the California Schools of Professional Psychology and Organizational Studies.

Feedback is collected anonymously via the Internet, 2-4 weeks after each conference ends. This allows consideration of what impact the conference has had after returning home. At 83%, the overall response rate has been very high.

GENDER (N=224)



ETHNICITY



EXCERPTS FROM THE EFFECTIVE INFLUENCE FEEDBACK SURVEYS (N=224)

CROSS CULTURAL COMMUNICATION

"I learned that there's a difference between 'power over' and 'power with'."

"People of color often miss out on this kind of 'soft skills' coaching, because we are so often removed from the informal networks and relationships that would pass them on."

"I witnessed a tremendous validation of... the unique struggles of people of color in our society... support is empowering and healing."

"I wouldn't normally have become close to such an incredible group... I deeply appreciate the power of true engagement with diversity: race, gender, class, sexual orientation."

LEADERSHIP

"A unique way to learn to influence and be influenced in turn, huge parts of leadership."

"Even though I doubt, I can be a good leader."

"It really raises awareness of how people act in groups and the benefits of creating supportive environments. I cannot imagine an effective administrator without the skills we learned."

"I can't stress enough the importance of what I learned about how I fit into my organization."

"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."

CONFLICT RESOLUTION

"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."

"My intentions are so much less relevant than the impact my actions have."

"[When I arrived back at work], a potential 'blow up' turned into a discussion that actually improved our working relationship."

"My response to [colleague] was different than it would have been before, but it was not awkward and it worked!"

"I always hating active listening and other 'scripted' touchy feely communications. Now I've gained something better: the skills to get to the same places without the scripts..."

LEARNING TO KEEP ON LEARNING

"I learned a ton about myself and continue to experiment with new behaviors..."

"When I got home, I felt empowered, more aware of myself and of my surroundings... I started to realize things that I had not realized before. I feel a need to take action on things."



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|---|--|
| Superficiality, polite ambiguity Members decide if they're "in or out" | Surface skills, assets, resources Develop trust in leadership |
| STORMING Power, Control & Relationship to Authority | |
| SIGNS | TASKS |
| Emotional responses to tasks Subgroups make bids for power Attacks on existing leadership Rejection of newly emerging leaders Failed attempts to direct process Concern with who is "up or down" | Explore decision-making methods Name (but not resolve) issues Authorize multiple points of view Resist urge to quell conflicts Maintain trust in the process |
| NORMING Negotiation of Functional Relationships | |
| SIGNS | TASKS |
| Reduction of anxiety and confusion Deepening of member relationships | Renegotiate roles and processes Recognize & utilize unique talents |

"This work is made easier at [EI] since there are minimum risks. We don't lose our jobs or... precious relationships by experimenting with new behavior..."

ATTENDEE, APR. 2004

SELF AWARENESS

"From how I feel & the reactions of colleagues & friends, I have grown a lot."

"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."

"Good relationships don't start outside ourselves. They start inside."

"I need people in my life to emotionally support me in the way I support others."

"I need to pursue professionally what I feel I am 'made' for in order to be truly happy."

"Part of knowing more about ourselves is knowing how others think about us."

"A few days after... I was asserting myself more strongly and this was new."

COMFORT BEING ASSERTIVE (introverts)

"This conference was very useful in finding my 'voice'... It was life-changing for me."

"...I see changes in the way I approach people, particularly at work. I am more assertive."

"I learned the value of trusting others to help me, and to be less apologetic and accommodating when there's no need."

"Withholding who I am at work (and if I don't really know someone) hinders my relationships because people make judgments anyway."

"If I open up, others understand more easily."

"Taking space is okay. Being myself is awesome. People prefer honesty to manipulation."

"The conference helped me to tap into the true me whom I sometimes shield from view in professional settings. Reminded me of the need to be true to myself - no matter what."

LESS CAN BE MORE (extraverts)

"Sometimes I can take up too much space. I can share better without sharing more."

"I'm a better listener than I believed. I need to be more concise."

"I'm influential without talking all the time."

"I learned that I have a big presence that some may perceive as intimidating."

"I can tell that my relationships are going more smoothly now that I grant myself license to think before I act. I never trusted myself to do that before, because I never trusted myself to get to a better answer by waiting to act."

"It may sound silly, but I learned that having a feeling and acting upon it are two different things."

"Sometimes 'stop while I'm ahead' is better."

TOOLS AND TECHNIQUES

Standard corporate training models typically present knowledge of both new processes and new content. However, application and integration often occur after the training. Practically speaking, attendees are left to integrate what they have learned back at home, where stakes are high and mistakes carry real costs. Often, this reduces retention and limits growth.

Effective Influence goes beyond awareness alone. Each workgroup provides a safe place to experiment with, practice and evaluate the impact of new behaviors. These private, experiential workgroups invite the fine-tuning of new skills, while practice and feedback encourage the development of confidence before departure.

Taken together, the different workgroups form a broader learning community that assists attendees in assimilating new skills. A triple focus upon personal learning goals, interpersonal feedback and group dynamics yield a highly personalized, maximally-relevant learning opportunity.

Prior to the conference, attendees receive a series of short readings and self-assessments. These are linked to what transpires at the conference through a series of presentations and live exercises that assist in the integration of the new frameworks. Moreover, attendees remain in control of their own learning. This conference has little dogma, few conclusions at which everyone is supposed to arrive. Individuals remain in control of their own learning and their own choices.

Visit our website at www.effectiveinfluence.org

For further information, to ask questions or to inquire about this feedback report, please email info@effectiveinfluence.org

EFFECTIVE INFLUENCE CONFERENCE **FEEDBACK** MANAGEMENT LEADERSHIP FOR TOMORROW (MLT)

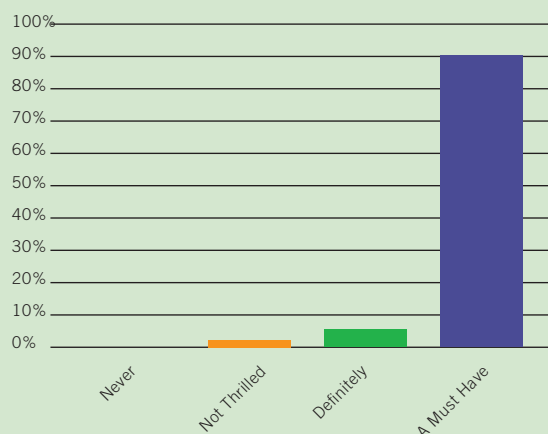
MLT has provided our largest single group of attendees. MLT's mission is to increase the presence of qualified students of color in leadership positions in corporations, non-profit organizations and entrepreneurial ventures. Of the 29 people of color who attended from MLT in 2004 and 2005, 90% indicated that the conference was a "must-have" in MLT's program. 100% described the conference as meeting their learning goals "very well" or "phenomenally", and 100% described the impact of the conference upon their future leadership activities as "very useful" or "phenomenal".

"This conference really gets to the heart of what we fear as individuals, how we wish to be perceived and how well we know ourselves. It would be invaluable for the essay-writing and relationship management. More importantly, it would equip MLT participants with a sense of self and others that many b-school applicants do not have."

"It was life-changing for me."

"This conference should be required for all MLT participants. Because of the heavy emphasis on relationship management... I think it is very relevant to MLT."

SHOULD MLT CONTINUE TO OFFER EI? (N=28)



"The conference was one of the most valuable experiences I have ever had. I'm certain that it would have aided me during the pre-essay introspection process because I emerged from this event with a different outlook on the world and my place in it. Relationship-building is an important part of the business school process and a conference like this provides terrific lessons in how to build more substantial relationships and how to make a better impression on others."

"I understood why certain personalities mesh/clash with mine, which... helps me understand how people experience me and how I can maximize... behavior to ensure the desired result."

"It allows us to build stronger bonds with admissions officers, employers, coaches, and other people with influence."

"From how I feel & the reaction of colleagues & friends, I have grown a lot... My manager... liked that I am more open."

EFFECTIVE INFLUENCE CONFERENCE **FEEDBACK** MANAGEMENT LEADERSHIP FOR TOMORROW (MLT)

"MLT should sponsor this again because it's a great opportunity to get feedback in terms of b-school recommendations. You really get to learn about your blind spots negative & positive, and how others see you. That's very powerful information that you may not be able to get from friends or family."

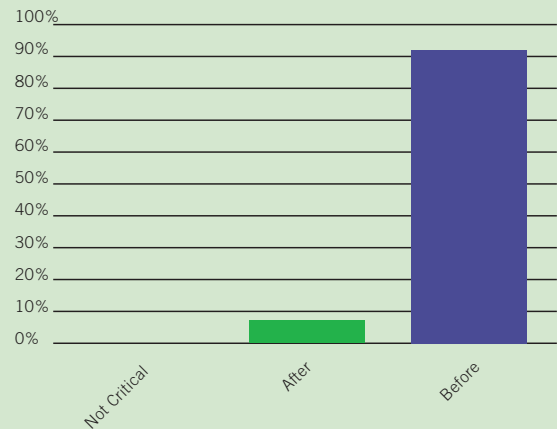
"I truly got a lot out of the program. Actually, more than I expected. It is a great program [and] everyone should participate."

"I am already recommending it to friends!"

"I suggest EI be offered earlier in the MLT process... the learnings are phenomenal and a must-have for MLT's process and career and personal development."



IS EI A MISSION-CRITICAL AID TO ESSAY-WRITING, OR SHOULD IT BE OFFERED AFTER APPLICATION SEASON FOR FUTURE CAREER SUCCESS?



Note: A slight majority of MLT respondents preferred Summer dates to Fall dates; most felt that the experience would be an aid to essay-writing.

"Thank you... for providing this opportunity. It was a definite highlight, among others, that MLT offered me this year!"

"Encourage more participants to attend..."

"I plan to incorporate the good insights about myself & what makes me unique in my b-school essays. I also networked with... alums who gave me good insight into... applications & offered to host me when I visit."

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