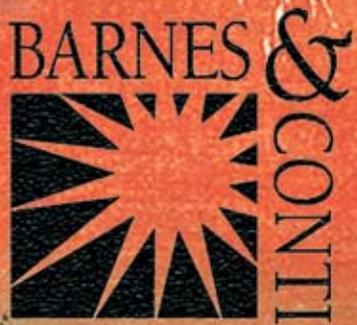
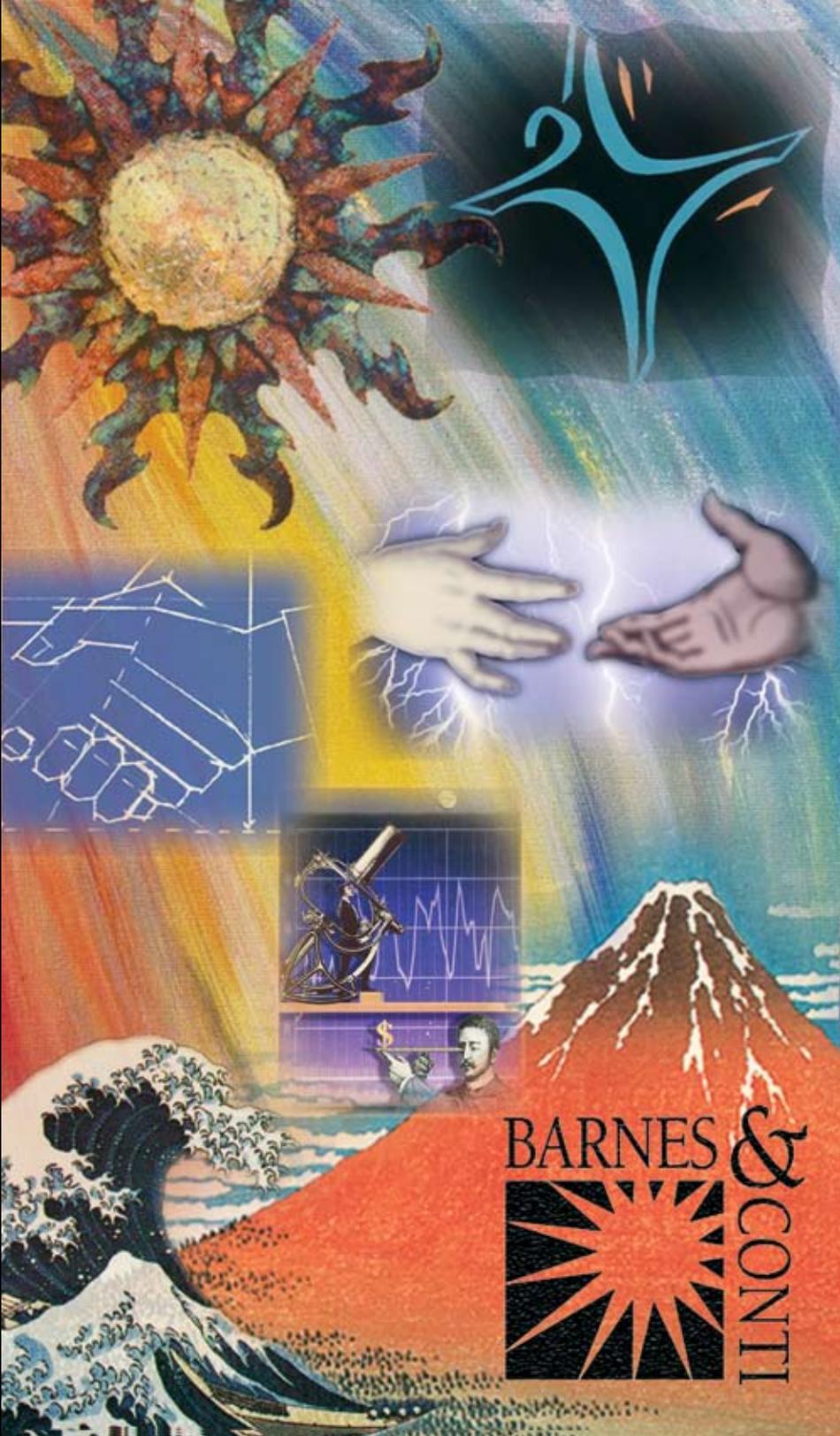
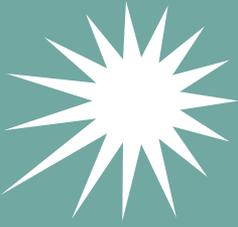


www.barnesconti.com

Barnes & Conti Associates, Inc.
940 Dwight Way, #15
Berkeley, CA 94710

MOVING IDEAS INTO ACTIONSM





Barnes & Conti Associates, Inc.

was established in 1985 to meet the challenging and changing needs of individuals and organizations through our public and in-house seminars and programs.

To succeed, you must be able to share information and move ideas into action more rapidly than ever before. Barnes & Conti partners with our customers as a virtual team member to achieve ongoing learning and innovation.

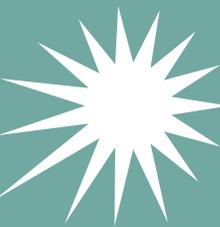
Barnes & Conti provides flexible, just-in-time programs and services that add real value and help customers achieve extraordinary business results. All Barnes & Conti programs can be presented in a variety of formats for intact teams or as open sessions:

- Customizable, hands-on, intensive workshops
- Distance learning, including web meetings
- “Learning interventions,” focusing on real and current work
- Site licensing for classroom or intranet delivery

Some of our current customers include:

- Agilent
- Analog Devices, Inc.
- Applied Materials
- Astra Zeneca
- Cisco Systems
- CitiGroup
- Eli Lilly & Company
- EBMUD
- Genentech
- Intel Corporation
- Intuit
- Kaiser Permanente
- KLA-Tencor Corp.
- Lawrence Berkeley National Laboratories
- Lawrence Livermore National Laboratories
- Marriott Hotels
- McKesson Corp.
- Medtronic
- MITRE Corp.
- Pacific Gas & Electric Company
- Sprint/Nextel
- St. Paul Travelers
- State Farm Insurance
- Sun Microsystems
- Texas Instruments
- U.S. Dept. of The Army
- U.S. Environmental Protection Agency
- Visa International
- Walt Disney Company
- Wells Fargo Bank
- University of California
- Yahoo!





Exercising Influence™

Building Relationships and Getting Results



Today's organizations run on influence. Influence enables you to build the relationships you need to get results inside or outside the formal power structure. To be successful in today's flatter, more cross-functional organizations, you need to be skillful and flexible in the way you influence others.

This accelerated learning program uses a "fitness model" to help develop strength, focus, and flexibility as an influencer. Feedback—gathered before, during, and after the program—provides valuable insights into individual strengths and learning needs. You will learn new skills as you work on real-world business situations. Through a series of exercises, learn how to plan and prepare for important influence opportunities up, down, across, and outside your organization. *Exercising Influence* is a just-in-time learning opportunity, enabling immediate application of new skills to resolve problems and conflicts and achieve outstanding business results.

Participants will:

- Use influence models to help them develop effective influence behaviors and a strategic and tactical approach to influence
- Evaluate how they currently use influence behaviors and identify areas for development
- Develop and practice a variety of influence behaviors which they have identified as important to achieving successful results
- Establish clear and powerful influence goals
- Design an approach for formal and informal influence situations; apply the approach to a real-life situation

Exercising Influence is the most widely used influence course globally.

Constructive Negotiation™

Building Agreements that Work

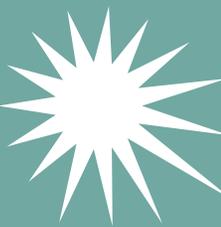


Whether you are negotiating with colleagues, managers, suppliers, customers, or strategic business partners, it's critical to be able to understand and use a negotiation process that focuses on achieving outstanding business results.

Constructive Negotiation uses the metaphor of designing and constructing a building to learn a positive, productive way of thinking about, planning for, and implementing negotiations. Rather than taking an adversarial or competitive approach to negotiation, this program approaches negotiation as a challenging opportunity to build an agreement that meets the needs of all parties. You will work on a real-world negotiation that you will be involved in after completing the program. Throughout this process, you gain the confidence and skills you need to conduct a successful and constructive negotiation.

Participants will:

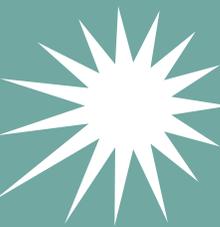
- Analyze the process of a negotiation, know the milestones toward achieving agreement, and manage the process effectively
- Identify important underlying needs for all parties and develop options for meeting them
- Develop a plan for a negotiation
- Choose appropriate behavioral tactics in any negotiation, formal or informal
- Move others toward a more constructive approach while in an adversarial negotiation
- Create strong, lasting, mutually beneficial agreements that meet the needs of all parties and build a negotiating relationship for the future



*"You can't
always get
what you want
But if you try
sometimes
You just
might find
You get what
you need."*

—Keith Richards

**Moving
Ideas into
ACTION™**



Intelligent Risk-Taking™

From Vision to Action

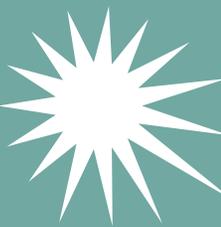


Business environments today challenge us to make highly risky decisions more quickly than ever before. Innovation and creativity always require risk. To capitalize on opportunities, the time spent on analysis must be minimized in return for greater gains. To do this successfully, organizations must have a process for intelligent risk-taking.

Intelligent Risk-Taking provides you with practical tools and processes for taking more intelligent risks. You will identify your own risk-taking style and develop ideas for improving your entrepreneurial risk-taking. You are given a tool to help analyze the risk-taking style of others and learn ways to influence people to support your risk-taking efforts.

Participants will:

- Distinguish intelligent risks from other opportunities
- Assess individual and organizational risk-taking styles and their impact on risk decisions
- Identify factors that block and support risk-taking in individuals, groups, organizations, and the environment
- Apply strategies for influencing others to share risks
- Assess and adjust risks to increase the probability of success and decrease the consequences of failure
- Apply an eight-step risk decision model to a real work risk opportunity and develop an action plan
- Promote an intelligent risk-taking environment in their own organizations



Creating a Culture for Risk & Innovation™

A Guide for Leaders



It is not enough to encourage employees to take risks. Your organization's culture must communicate clearly how you will support innovators who take intelligent risks. Too many organizations say that they want employees to take risks, but reward only final success—or worse, punish those who fall short because they moved beyond the boundaries of the known, safe choices.

In *Creating a Culture for Risk & Innovation*, a companion program to *Intelligent Risk-Taking*, leaders and managers learn how to support and encourage entrepreneurial risk-taking. The focus is on modifying aspects of the culture so employees receive consistent and positive messages about initiating change and innovation. Skills are developed to stimulate, support, encourage, and coach employees to take thoughtful, intelligent risks.

Participants will:

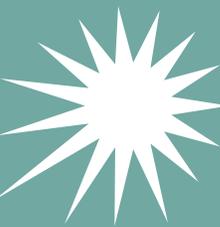
- Take leadership in moving their organizations and the people in them toward taking greater and more intelligent risks
- Describe the role of the leader in managing risk factors
- Explain how their personal approach to risk-taking and innovation affects their leadership style in relation to risk and innovation
- Identify, practice, and apply leadership skills that encourage risk and innovation
- Analyze and assess their own organization's culture and begin to plan to create an intelligent risk-taking environment

*Leadership series

“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.”

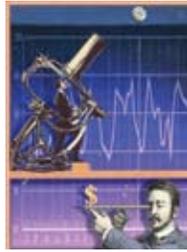
—Niccolò Machiavelli

**Moving
Ideas into
ACTION™**



Strategic Thinking™

Leadership Practices for Innovative Organizations



In today's fast-changing and globally competitive world, traditional strategic planning, based on careful analysis, is not sufficient. The dynamic and innovative organization requires leaders who can think strategically, who can make intelligent decisions based on new and emerging information while keeping the long-term vision in mind.

In this one-day intensive, you will have the opportunity to work with a variety of tools, applying them to a strategic challenge or opportunity in your own organization.

Participants will:

- Use a systems perspective
- Envision potential futures
- Look at things from multiple points of view
- Understand relationships and interdependencies
- Challenge assumptions
- Develop and test hypotheses
- Create and explore scenarios
- Spot trends and discontinuities
- Be able to use both creative and critical thinking, alternating between the two

**Leadership series*

THE FIRST SENTENCE MUST BE CHANGED. NOW!!!

Stone Soup Leadership™

Inspiring Others to Do Great Things



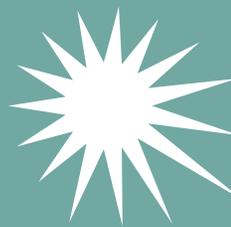
Challenging times require extraordinary leaders. In this intensive program, leaders begin by looking inward, focusing on what inspires and motivates them. They learn and practice key skills for inspiring others and then select a project and form action-learning teams to apply what they have learned in a way that helps create an inspiring culture within their organization.

Using the “stone soup” metaphor from folk literature, this powerful, experiential program provides leaders with the insights and skills to inspire team members to believe in the extraordinary work they can do together if everyone contributes and builds the vision of success together.

Participants will:

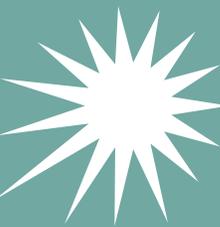
- Define inspirational leadership and describe the relationship between inspiration and motivation
- Explore their personal mission, values, and vision and help others to articulate theirs
- Facilitate the development of a team vision
- Demonstrate inspirational leadership skills such as inspiring, engaging, building trust, and sustaining commitment
- Apply skills and knowledge to a new leadership opportunity and form action learning cohorts to support and expand one another's development as leaders

**Leadership series*



“A rock pile ceases to be a rock pile the moment [someone] contemplates it, bearing within... the image of a cathedral.”

—Antoine de Saint-Exupéry



Building Working Relationships™

Constructive Engagement, Negotiation, and Conflict Resolution



We are part of a web of relationships within, across, between, and among many teams and organizations. These relationships must develop quickly and productively to allow for high trust and creative collaboration.

In order to build effective working relationships, we must be able to engage with others, beginning our relationships in a positive and productive way. We need skills in negotiating fair agreements with others when vested interests are in competition. We need to be able to manage or resolve the conflicts that inevitably arise among those in close working relationships, while at the same time encouraging the innovation that productive conflict can bring.

Building Working Relationships offers participants a rich variety of tools and processes to prevent, manage, and resolve conflict and to build strong and lasting agreements.

Participants will:

- Build effective working relationships with colleagues, managers, vendors, customers, and sponsors
- Prevent unnecessary conflict in working relationships by establishing norms and boundaries and negotiating proactively
- Probe for needs and wants of others; clarify and fully understand issues
- Foster a give-and-take dialogue by seeking and building on the ideas of others while contributing their own ideas to the issue at hand
- Gain agreement to support ideas and actions through a constructive negotiation process
- Manage and resolve conflicts within important working relationships

Constructive Debate™

Building Better Ideas



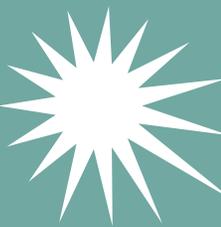
Executives, thought leaders, key contributors, and managers need to model and use critical thinking and clear communication so that ideas and proposals undergo a thorough process of debate and development. They need to minimize the impact of internal competitiveness, defensiveness, and vested interests and maximize the use of tools and processes that allow good ideas to become great ideas and “off-the-wall notions” to become true innovations.

In this two-day seminar, participants use challenging and controversial issues from their own organizations to develop their skills for constructive discussion and debate. They also learn how to establish the conditions that encourage constructive debate and to eliminate those conditions that prevent potentially useful ideas from getting a hearing or allow poorly thought-through ideas to be implemented.

Participants will:

- Express their ideas clearly and directly
- Engage others in expressing their ideas
- Explore one another's views for the purpose of understanding and clarifying them
- Challenge others' ideas, rationale, and/or conclusions in a constructive way
- Invite others to explore, challenge, and test their own ideas or conclusions
- Offer a constructive, non-defensive response to others' challenges
- Establish and maintain an environment that supports constructive debate
- Use processes and tools that support constructive debate

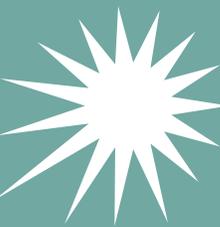
*Leadership series



“Let our conversation now be without precedent..., each one speaking to the best of his ability the truth, to the best of his knowledge.”

—Samuel Beckett

Moving Ideas into ACTION™



From Conflict to Consensus™

Prevention, Management, and Resolution



When people are working together, differences of opinion and approach are inevitable. Conflict can create problems in work productivity and alignment, or it can be used positively to take advantage of diverse perspectives and promote creativity and innovation.

From Conflict to Consensus enables participants to gain a better understanding of the sources of conflict, and learn tools for preventing conflict from arising. It also provides methods for taking advantage of differences. *From Conflict to Consensus* is a skills-based, constructive approach that can release the energy tied up in conflict, allowing creative resolution and more productive relationships.

Participants will:

- Gain insight into the nature of conflict
- Learn tools and strategies for preventing unnecessary conflict
- Understand the dynamics of conflict and learn how to manage themselves and the situation so it does not escalate
- Learn how to intervene in a conflict situation and move it toward resolution
- Develop skills for using conflict energy constructively

C.O.A.C.H for Peak Performance™

A Guide for Leaders in the Learning Organization

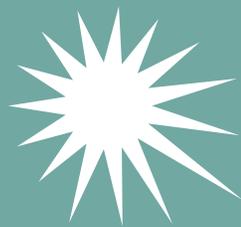


The most effective organizations are learning organizations—settings in which individuals and teams are able to adapt to continually changing environments, act decisively while in uncharted territory, uncover opportunities where others see only chaos, and perform at their best when the stakes are highest. To meet these challenges, an organization must create a culture that promotes and supports learning and coaching at all levels and in any direction.

C.O.A.C.H. for Peak Performance builds on the knowledge and experience of those who coach outstanding individuals and teams preparing for important performances or competitions. When we are focused on an important upcoming performance, our desire to learn and improve skills is at its peak. In this program, we show you how to take advantage of this readiness to create a successful coaching relationship.

Participants will:

- Define the role of coaching in performance management
- Identify the competencies involved in coaching and evaluate their own levels of competence
- Practice a set of communication skills that support effective coaching
- Analyze the role that motivation plays in designing an approach to coaching
- Practice a coaching process and related activities that build toward peak performance in others
- Promote and implement a “culture of coaching” in their organizations

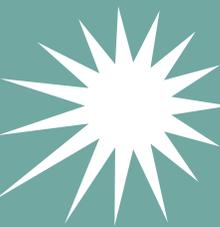


*“Achieve results,
but never glory
in them. Achieve
results, but never
boast. Achieve
results, but
never be proud.
Achieve results,
because this
is the natural
way...”*

—Lau Tzu

**Moving
Ideas into
ACTION™**





The Mastery of Change™

Thriving in Interesting Times



Organizational change may be stimulated in many ways: by new ownership, market forces, technological innovation, as well as economic, social, and political trends. The challenge is how to implement the change with minimal resistance and downtime.

The Mastery of Change offers tools for leaders and managers who are responsible for the successful implementation of change. This two-day program is ideal for organizations anticipating or experiencing one or more major changes. It provides a practical opportunity to develop a change implementation plan. The program creates a forum in which change issues are discussed and real planning takes place.

Participants will:

- Identify the individual and organizational dynamics involved in change and transition
- Distinguish between the strategic issues involved in change and the tactical issues involved in transition, and develop a plan for both
- Recognize and deal with the impact of change and transition on remote and non-obvious systems as well as on the system which is the target of change
- Identify and communicate effectively with stakeholders and develop broad ownership of the change process
- Help stakeholders see a positive vision of the ideal result of a change and empower them to contribute to that result
- Design an implementation process and choose appropriate interventions to move things along
- Describe and manage their own and others' resistance to change

*Leadership Series

Facilitating Forward™

Guiding Others Toward Results



Facilitating Forward is a skill-development program for project managers and other leaders who need to facilitate meetings of their team in order to achieve buy-in and accomplish results. In this program, participants learn the fundamentals of facilitation including observation, communication, and intervention. Participants will learn how and when to move between the roles of leader and facilitator.

Team member or leaders may sometimes be called upon to help a group to think and work together, share information, solve a problem, or reach a decision, a solution, or an agreement. Whether the group consists of three people or fifty, having the skills to facilitate group process can help leaders to help others achieve results.

Participants will:

- Establish objectives for a facilitated session and design a format that will enable these objectives to be achieved
- Establish and get agreement to groundrules
- Establish and maintain a neutral role; distinguish between the roles of facilitator and leader and be able to switch roles as appropriate
- Manage discussions and decision-making processes
- Observe group interactions to identify patterns of behavior, interpersonal issues, and barriers to progress
- Select and demonstrate appropriate communication skills to encourage participation, interaction, learning, and problem-solving
- Use tools and interventions to encourage productive discussion, generate ideas, solve problems, and handle difficult situations

“Never doubt that a small group of thoughtful, committed people can change the world... it's the only thing that ever has!”

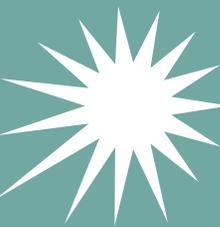
—Margaret Mead



“If we guide by the light of reason, we must let our minds be bold.”

—Justice Louis Brandeis

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Consulting and Facilitation Services

Custom Design

Barnes & Conti designs custom programs specifically for the needs of its customers. Our custom programs are:

- Individually tailored to meet your unique challenges (goals, current and future business issues, participant learning style, time limits, etc.).
- Designed by highly qualified instructional designers with a wealth of practical experience.
- Based on current research findings, behavioral models, instructional theory, and using appropriate technology.

Leadership Coaching

Skills in coaching, supporting, and inspiring teams of talented and independent knowledge workers are essential to your company's success. Many leaders are not prepared for the key role that human interaction and communication skills play in the success of their projects and organizations. Barnes & Conti can provide your leaders with performance coaching in these skills. We use a friendly, collaborative, non-threatening, yet stimulating approach in which we help your managers plan for challenging situations, and exercise excellent leadership. Our experienced performance coaches will design an approach that includes:

- Goal-setting and performance planning.
- Observation and feedback.
- Intensive preparation for important events.

Change Management Consulting

Managers are often faced with planning and leading their employees through significant change without missing a beat or a deliverable. Often, their previous training and experience has not provided them with the skills required to anticipate and master the turbulence created by major changes. Barnes & Conti partners with your organization, using state-of-the-art change management methodology and tools. Our consultants will coach and

work with your leaders and managers to ensure that the change process elicits employee commitment and achieves the desired goals. We will assist leaders in the following:

- Assessing needs and readiness for change.
- Identifying key stakeholders.
- Implementing the change plan.
- Evaluating and learning from the change process.

Team Development/New Team Startup

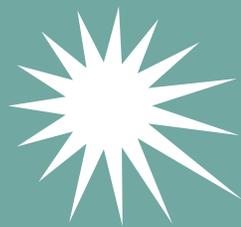
Businesses today require employees to work in a variety of collaborative groups: teams with and without leaders, teams made up of people from multiple locations, cross-functional teams, task forces, and learning teams. Ideally, these teams should return results far beyond the sum of individual efforts. Barnes & Conti's consultants provide teams with facilitation in these areas:

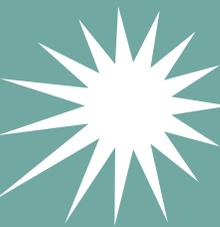
- The structure, processes, and training that enable teams to perform at their best.
- A customized "new team start-up" process.
- Continuing development opportunities for teams.
- "Critical interventions" for teams that are tackling difficult issues.

Process and Meeting Facilitation

Sometimes organizational needs are clear and urgent but you do not have the internal staff to meet these needs. If you have a need for specialized skills or experience to help you deliver a project that your internal staff can't handle alone, our network of top quality facilitators will provide you with specialized talent to meet your needs. We are experienced providers in these areas:

- Screening and selecting facilitators according to your criteria.
- Preparing and training facilitators.
- Managing the facilitators and minimizing administrative work for your staff.





Other Programs

In addition to the programs listed in this brochure Barnes & Conti also offers the following:

- Applied Creativity
- The Art of Communication
- Developing the Creative Side
- From Expert to Trainer
- Leading Global and Virtual Teams
- Performance Management
- Talking Straight

Please contact us for more information about these or any of our other programs and services.

Phone: 800.835.0911

Web: www.barnesconti.com

Email: bandcinfo@barnesconti.com

Many of our programs are available for public enrollment. Please visit our web site for dates, times, and locations. www.barnesconti.com/ppsched.php

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*“If you want
one year of
prosperity,
grow grain.
If you want
ten years of
prosperity,
grow trees.
If you want one
hundred years
of prosperity,
grow people.”*

*—Chinese
Proverb*

