



Utilities are facing enormous changes as the realities of deregulation set in. Low cost competition puts pressure on high cost plants. Markets are becoming national and even global. Provider functions are being unbundled, and mergers and alliances often become necessary for survival. New power technologies and expanded services must coexist with rate reductions, and the operative philosophy is “do more with less”.

SMS has worked with many utilities to provide the skills that managers and professionals need to excel in this challenging environment. Following are some recent examples of work we are doing with various organizations:

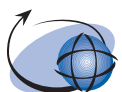
- Deliver a core leadership program on building business relationships for all the subsidiaries of an electrical power holding company.
- Conduct influence skills training for two major utilities to enable managers to adapt to industry changes and provide leadership for the upcoming challenges.
- Train managers of a large southwestern utility to negotiate better agreements with both internal and external constituents.
- Conduct performance improvement workshops for a west coast utility to train the sales organization to think and act strategically when developing new and existing customers and markets.

SMS provides on-site programs, consulting services, public workshops, and trainer certification options. Founded in 1976, we currently work with clients in 40 countries and in 15 languages.

For further information on how SMS can help your organization, please contact your account manager or SMS. We will be happy to provide references from clients in the utilities industry.

Our clients in the utilities industry include:

KeySpan Energy Corp. • Northeast Utilities • PECO Energy • Public Service Electric & Gas • Southern California Edison • Southern Company • Southern Union



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