



The oil and gas industry has experienced significant change over the past ten years. These changes include increased regulatory scrutiny, wide swings in the price of crude oil, more complex minerals ownership arrangements, increased competition, slimmer profit margins, rapid development of new exploration technologies, and the need to negotiate more complex agreements on sharing of technology and production efforts. In addition, companies have instituted a variety of quality, reengineering, and downsizing initiatives, making the pressure to perform greater than ever.

SMS has worked with dozens of oil and gas companies to provide the skills that managers and professionals need to excel, not just survive, in this difficult environment. Following are some recent examples of work we have done:

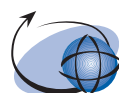
- Worked with several companies to improve the negotiation skills of those individuals involved in critical right of way/land acquisition/land development transactions.
- Customized influence and negotiation skills programs to help business managers work more effectively with distributors and independent station operators, building skills in reaching win-win agreements and overcoming field resistance to marketing initiatives driven by the organization.
- Worked with the middle management and engineering staffs of one of the world's largest oil companies to enhance their skills at promoting and implementing new systems and processes while managing the inevitable resistance to change.

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 oil and gas industry.

*Our clients in the oil and gas industry include:*

**BP Amoco • Chevron Texaco • El Paso Natural Gas • Northwest Pipeline • Panhandle Eastern  
• Shell Oil Company • Sonat • The Williams Companies • Unocal • Vastar Resources**



**SITUATION MANAGEMENT SYSTEMS, INC.**  
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