The NLP Connection

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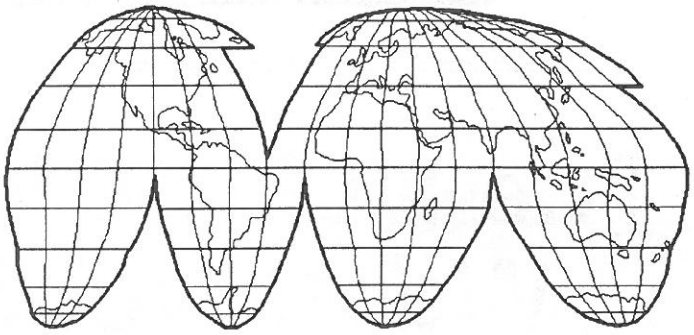
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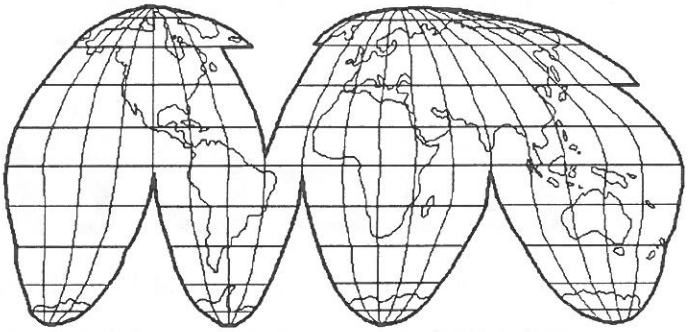
IANLP's 12th Annual International Conference April 26-28, 1996 in Austin Texas

LOOK AT WHAT IS IN STORE FOR YOU WHEN YOU COME TO AUSTIN April 26-28

In just a few short months, April 26-28 to be exact, IANLP's 12th annual conference will be taking place at the Austin North Hilton, in Austin Texas. Whatever your areas of interest in NLP there will be something for you because there are numerous presentations on a wide variety of topics. You have already received a mailing which listed some of the presentations and the speakers who will be there, but that was only a partial list. Here (starting on page 12) is a more complete list, so if you haven't already made plans to come to the conference, do so now so that you can take advantage of this opportunity to gain from these many wonderful speakers from around the world, who have graciously offered to share their knowledge with you:

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Reaching Out to the World



IANLP's 12th Annual International Conference April 26-28, 1996 in Austin Texas

The NLP CONNECTION Wants your article!

Send in your articles, your thoughts, your letters, your comments. The NLP CONNECTION is your connection to NLP. Connect and contribute to the world wide network of NLPers.

IANLP would like to thank each of the people who submitted an article to the NLP CONNECTION. Unfortunately, our directions were not as clear as they needed to be because some of you sent in an article on a disk and the file was not in ASCII, and because of that it was not published this time. Please remember when you submit your next article, send it in ASCII format, this may also be referred to as text, printed text, or DOS text. These files are unformatted, meaning they have no bold, italics, special fonts, etc. In addition to the disk (3 1/2"), also send a printed (paper) copy, so there is a guide as to how to format the text once it is in the Desk Top Publishing software.

Macintosh Owners

Macintosh owners as well. New capabilities have been added which has allowed the IBM compatible to read 1.44 HD Macintosh disks only. You will still need to follow the same basic instructions, i.e. 3 1/2" diskette and ASCII format for the file. So Macintosh owners send us your articles.

The NLP Connection
P.O. Box 12009-168
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The deadline for submitting advertising or articles is May 15, 1996.

For advertising rates see page 16

THE PRISONER'S DILEMMA REVISITED AND OTHER THINGS

I don't know if you were as upset after reading Wyatt Woodsmall's article *The Prisoner's Dilemma* as I was when I first read it. After all, he had the audacity to defame "Positive Intent" which is a concept which is highly regarded by many of us. In fact, I wrote an article defending the value of the concept of "Positive Intent", and that article appeared in the RAPPORTER the issue after *The Prisoner's Dilemma.*

For those of us who believe in "Positive Intent", Wyatt has placed us in an interesting double bind. After all if "Positive Intent" is real, then Wyatt must have had a "Positive Intent" for writing *The Prisoner's Dilemma.* Of course, if we were to accept the premise of *The Prisoner's Dilemma,* our dilemma with Wyatt would be so much more simple because then it would be possible to look at him as evil, and what would be needed is more power to make him behave "suitably", and of course the end, that is ridding NLP of this evil, would clearly justify any means of doing it.

In the eyes of many in 1990, Wyatt became not "fit" to be President of IANLP because of his "thought crimes" against NLP. I can remember being asked to "blacklist" Wyatt, and the price to me when I refused. It seemed to me then and still does now, that differences of opinions and points of view are things which should not only be tolerated, but encouraged. If you disagree with The Prisoner's Dilemma, send us your letters or articles or both so that others within IANLP can benefit from your insights as well.

On another note, remember that IANLP preparing for its 12th Annual conference which will be held in Austin Texas on April 26-28. A number of people from throughout the world have graciously agreed to come and share their knowledge with you. So make your plans now to be there.

If you would like a clearer idea of what the topics are and who will be presenting, turn to page 12 and begin reading as many times as it takes to convince yourself that this is going to be a great conference, because it is, and it will be greater with you there. **Just turn to page 17**, and you will find your registration form for the conference waiting for you to fill it out.

Make your hotel reservations now by calling the Austin Hilton directly at either 800-347-0330 or 512-451-5757 and mention IANLP or our booking number which is 1341. Make your reservations now, so that everything will be ready for you when you are in Austin April 26-28.

One other note, if you have not filled out and returned your membership renewal form, do so now, please, or if you prefer, tun to page 17 and renew your membership at the same time you register for the conference. Thank you.

Sincerely,

René Pfalzgraf
Treasurer

WHY & CAUSAL MODELLING

Dennis K. Chong and Jennifer K. Chong

There is an unspoken form and way of thinking that dominates NLP. It is still *in situ* today. As a form and way of thinking it is, therefore, an orthodoxy. However, an unspoken or informal orthodoxy is better than a conventional or formal one as the latter is the condition of intolerance and inflexibility. Every NLPer knows that such a state of affairs is a violation of all that NLP stands for.

It is only with an informal orthodoxy that there is a chance for exchange, debate and in turn, change, development and evolution. However, this chance will be destroyed if the custodians of the informal orthodoxy, in their respective personal ontologies, are themselves intolerant and inflexible.

The Wyatt Woodsmall article, *The Prisoner's Dilemma,* (which we shall always remain thankful to NLP Connection for reprinting) is a FIRST in which, in the world of NLP, a person finally emerged to challenge this implicate orthodoxy. He has done a good job with respect to certain tenets and canons of NLP that have become carved in stone. We are thankful to him for addressing those areas that he elected. Now, is it any wonder and any surprise that "*Wyatt Woodsmall stated that it was the only article over which he received hate mail.*" This is but a metaphor for the intolerance and inflexibility of people who are the self-appointed "high priests and guardians" of the unspoken orthodoxy of NLP. In Israel today, they speak of such extremists as people they "spit out."

Out of this unspoken orthodoxy contradictions have emerged, some of which Woodsmall has now thankfully addressed. If he had not done so, NLPers and NLP would have careened ever deeper into a condition of semantic il-formedness. (For any NLPer who is not sure what the "condition of semantic il-formedness" is, in this context, we define it as the condition of irrationality and illogicality. Such a condition is an "at risk" condition for self, others and for the very study of NLP itself). Here in our article we offer two more contradictions.

In Terrence L. McClendon's book *The Wild Days NLP 1972-1981* Meta Publications 1989, he wrote:

> **It was at the Mission Street groups that we first began acquiring our information gathering tools that were later to become the meta model patterns. The foundations of the information gathering tools began with the how, who and what questions from the Gestalt framework, deleting that unspoken question why.**
>
> **We used to get yelled ad and sometimes bopped on the head for saying why.**
> (N.B. our underline.) page 40.

Is there anyone in the world of NLP who can say that he truly would welcome and enjoy being **yelled at** and being **bopped on** the head by Richard Bandler or John Grinder (or for that matter by anyone else)? If, in those days "why" was such a terrible word that evinced such powerful ontological responses from the creators of NLP upon their students, what has happened that the word "why" is used so freely today? It is used by NLPers and NLPing trainers in every context, teaching and across all domains. Is no one in NLP curious at all for the logico-semantic basis for the unique ontological responses that Bandler and Grinder visited upon McClendon, Dilts, Gordon et alia, when they used "why" in those Mission Street days?

There is, however, no evidence, anywhere, that the creators of NLP ever researched, developed and published the arguments for the logico-semantic bases for such a severe discounting of the question "why" as reflected in the McClendon book. Neither did any of the first generation researchers and trainers inquire into it. We infer that in the Mission Street days it was either taken or imposed as a given. The only extra-mural "support" for the valildity of such a stance against the use of "why" was an assertion ascribed to the late Virginia Satir that the question "why" was a "mind f..k..g question." Just because she said so, is in and of itself, not an imprimatur that "why" is to be a forbidden word to use, notwithstanding her singular and respected reputation.

The urgent need, value and worth is to have the logico-semantic argument to support the position of comdemming the use of "why." It is only with this knowledge that we shall know if what was true and valid in the days for McClendon, Gordon, Dilts et alia is true for us today. In such an eventuality, then for NLPers to persist using "why", they will violate certain implicit conditions that the creators of NLP sought to undermine by their severe and rigorous ontological responses, in those Mission Street days. Somehow they knew, and we infer that perhaps they did so unconsciously, that the use of "why" entailed **the condition for semantic ill-formedness.** To this day, there is no evidence that Bandler and Grinder

ever retracted their position on this. Indeed, can anyone cite where "why" is in the Meta Model?

The Meta Model is also very clear that Cause and Effect is ill-formed. We now know that **"why" is braided to the semantic ill-formedness of Cause and Effect.** In this respect, those NLPers who have truly laboured through and studied the work *Science and Sanity* by Alfred Korzybski, know of his effort to index, as completely as he could, the semantic ill-formedness of Cause and Effect and its consequences. Korzybski shows in *Science and Sanity* that the semantic ill-formedness of Cause and Effect extends far beyond what Bandler and Grinder had discussed in *The Structure of Magic.*

> **The therapist can identify this sentence as having the form:**
>
> *Some person causes some person to have some emotion.*
>
> **When the first person, the one doing the causing, is different from the person experiencing the anger, the sentence is said to be semantically ill-formed and unacceptable. The semantic ill-formedness of sentences of this type arises because it, literally, is not possible for one human being to create an emotion in another human being - thus, we reject sentences of this form. Sentences of this type, in fact, identify situations in which one person does some act and the second person *responds* by feeling a certain way. The point here is that, although the two events occur one after another, there is no necessary connection between the act of one person and the response of the other. Therefore, sentences of this type identify a model in which the client assigns responsibility for his emotions to people or forces outside his control. The act itself does not cause the emotion; rather the emotion is a response generated from a model in which the client takes no responsibility for experiences which he could control. (N.B. our underline) Bandler, Richard and Grinder, John : *The Structure of Magic* Science and Behaviour Books Inc. 1975 Page 50-51**

From what we have underlined above, it is very clear that Bandler and Grinder had an unequivocal stance towards Cause and Effect. It is one of total rejection. They have no reservations towards it. We infer that this most surely is towards its semantic ill-formedness. Although they do not say so formally, it is also clear that Cause and Effect is the conduit into the **REALITY OF BLAME.** If this is true, as we now know today, then, is there any hope for this thing that NLP elucidated, i.e. RAPPORT? We are sure that through "why" and Cause and Effect that the community of NLPers are enmeshed in an ontology or way of being in which they cannot but repeat the pattern of falling out with each other. There is, in our view, nothing more illogical and irrational than such events. However, for the parties involved, they are condemned to the ontology that understands and concludes that everything done was normal, natural and above all, RIGHT. If it is RIGHT, there will never be an apology even if what was done entailed great harm!

In *The Structure of Magic*, the matter of semantic ill-formedness is dealt with again in pages 95-98. Its treatment is restricted solely to the challenges and its part in therapy. In this sense, **relative to** the logical domain of its semantic ill-formedness, Bandler's and Grinder's discussion could be deemed, certainly limited, if not perfunctory.

Apart from these two pieces that we cited in *The Structure of Magic*, nothing substantive has since been offered in the field of NLP with respect to Cause and Effect - certainly nothing of any significance. And given the preeminence of Causality as the premier and dominant way of thinking, throughout the world, NLPers have continued to remain lost in their immersion within the medium of Cause -> Effect - both within its analogical imprints and by its linguistic typesets.

Therefore, in the myths of NLP, Cause and Effect escaped any further research, evaluation, debate and criticism other than, as noted, the two pieces in *The Structure of Magic.* In fact, "why" and Cause and Effect gained new guises such as Causal Modelling and the Implied Causative. At the same time it continued to retain its older garments of the question "why." and Causality. In NLP, its creators, master trainers, trainers, master practitioners and practitioners were and still are enmeshed in the ontology of **Causality and by inference in THE BLAME FRAME.** Therefore the people who proposed the way to **rapport** could not escape the ontology of Cause -> Effect and Blame. Inevitably, the pain and horror of the great split took place. Metaphor upon metaphor of this pattern repeated itself in so many other NLPing affiliations and associations.

Bandler and Grinder indexed that Cause and Effect was semantically ill-formed (although, for us, they did so in a somewhat restricted way) we now know that they were indexing a weight of truth that far outstripped what they might even have grasped. If it

is true that Cause and Effect is ill-formed, then it is sad that NLP and NLPers have never bothered to explore it. Yet if it is true that:

As a man thinketh in his heart, so is he

then to think by Causality, is to be entrapped in something that is intolerable. It is intolerable because it will inevitably be semantically ill-formed. It is sad that NLPers and NLPology have never bothered to explore and discover the span of consequences and impact of the ill-formedness of "why" and Cause -> Effect in their personal ontologies and in the ontology of their lives and those they love.

It is for this and other considerations that one of us (D.K.C.) was surprised by a phone call from Roland Roye Fraser of Mystique, Connecticut, U.S.A.. In his singularly rich and mellifluous baritone voice he announced, "We have not met. However, I am a Master Trainer in NLP and I am ringing you to tell you that I want to come and shake your hand." "Oh?" I replied. He continued, "You have given to NLP the one thing it needed and did not have, A PHILOSOPHY."

What we now know, through certain subsequent explorations with Fraser, is that what is at issue is the Philosophy of Causality and the philosophy of all other imprinted blueprints that we use to create our map of the territory and to respond to our understanding of that created map. It is for this that it has always been said that if you really wish to change a person, you will have to change his philosophy. Now we know that this philosophy refers to **the imprinted or implicate philosophy.** Until this changes a person will remain STUCK.

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Changing Perceptual Positions: Association and the Actor's Imagination

Craig Turner

Working with professional actors over many years, I have been struck by their comments the day after a performance didn't go right. Talk to an actor about what they think happened in a bad performance and you might hear:

"I wasn't there.."

"I was out of it.."

"I phoned in that performance.."

"I felt off."

"I wasn't making connections."

"My concentration wasn't where it was supposed to be."

"I felt lost."

"My head was not in it."

"I was off on another planet."

As I began to note their language, it struck me that what they were really talking about was attaining a kind of association/trance. I've been applying NLP modeling techniques and its insights to what actors do and in the process, I've developed the main branches of a model that is extremely useful for actors in training and rehearsal/performance.

There are three critical phases in establishing, adjusting and maintaining the trance of the character: 1) Creating the Dream (the world of the play is developed in compelling detail); 2) The Association Ritual (the often unconscious process that the best actors use to "go over and into" the character); and 3) Fine Tuning the Feel of the Character (anchoring the trance state within the range of the character's own beliefs, values, and circumstances). What follows is a very general outline of what I've uncovered so far:

1) Creating the Dream

After she is given the role, the actor studies the script for any information specifically mentioned or implied by dialogue and scene description, what the great teacher and

theorist Constantin Stanislavki originally termed the "given circumstances." The circumstances shape and filter the character's conflicts and can supply motivations. Some obvious examples of given circumstances might be where the scenes take place, what changes in environments occur from scene to scene, and what times of day, month, or year are mentioned or suggested. The "givens" establish a basic ground plan to the imagined world.

Next, the givens of each character's past and present life are determined. Examples are: What does the character say about him/herself? What do the other characters say? What specific relationships are expressed or implied in the text? What kind of personal history is explicit or implicit about this character? How does the character express thoughts and feelings? Korzybski's dictum --"The map is not the territory" -- is the very rock on which actors operate their artistry. While the student of English literature may assiduously hunt for symbols and linguistic constructions in Macbeth, the actor knows that she must, essentially, work backwards from Shakespeare's words to an embodied experience of the character in the given circumstances. The actor assumes that words come last and works continually to deepen the stage trance out of which the words will seem believable and inevitable. As Stanislavski points out, there is "no such thing as actuality on the stage." ([Stanislavski, 1989 #542]54) Therefore, the actor fleshes out the text with numerous and detailed distinctions that activate his/her imagination.

Only amateurs believe that memorizing and delivering lines is the central concern of the actor. Jack Lemmon, a highly-regarded modern actor has said:

> *Acting doesn't have anything to do with listening to the words... We never really listen, in general conversation, to what another person is saying. We listen to what they mean. And what they mean is often quite apart from the words. When you see a scene between two actors that really comes off, you can be damned sure they're not listening to each other; they're feeling what the other person is trying to get at. Know what I mean?*
> ([Cohen, 1978 #534]55)

The given and imagined elements in the text are translated from words on the page to pictures and sounds in the actor's imagination. A picture of the character, of the room she lives in, the clothes she wears, her way of walking and gesturing can all be encoded in pictures: the better actors seem to create complex moving pictures rather easily. Some actors (a much smaller percentage) are especially sensitive to how the character may speak (using words from the script or imagined dialogues), and as the actor explores differing pitches, tonalities, articulations, phrasing and rhythms, she tries to find a voice that "sounds right."

By the time the cast and director meet for the first collective read-through, most actors have created extensive imagery regarding their character and the circumstances. Now the director shepherds the various actors into his own notions of what the play is "about." I have found that some actors incorporate this input better than others. Most director's are convinced that their verbalizations about characters are persuasive, but in hammering away at their ideas they sometimes force actors to relinquish the very aspects of the character that titillate and drive the performer's imagination. The actor must somehow find a way to respect and acknowledge the suggestions of the director without sacrificing those elements of the character that make playing the role so compelling personally. Some actors show more flexibility in taking care of the director's desires at the same time they fulfill their own needs for their process. The ability to negotiate and find useful compromises can ultimately make or break a performance.

The final aspect of this first phase is the actor's contact and decision-making with the other actors. If two actors cannot agree on key points in the given circumstances (both imagined and textual), the notion of "playing" on stage cannot be achieved. I once heard an actor say that his partner was his "lifeline." Playing in-the-moment generates real energy and spontaneity, giving us the illusion that this is happening as if for the first time. Actors are quick to feel when others in a scene are not giving and taking within the shared reality.

2) The Association Ritual

When I question actors in the beginning of their explorations, I often get just bits and pieces of submodality distinctions about character. Some of the best actors cycle through a series of outrageous choices during rehearsals; not because they necessarily intend to use those choices, but rather to establish where the boundaries of the character are located. By not coming to decisions too quickly, the actor stays in creative mode, never wanting to relinquish the possibility of one more "what if?" For each actor there is a slightly different sequence and set of preferences for the "drivers" that activate them best. But as the submersion continues, the pictures and sounds are rich, compelling, and usually contain movement.

The next phase often kicks off suddenly, without warning. At some moment in rehearsals or in private, like the tiny bit of water that primes the pump, the sum total of details and distinctions the actor has accepted achieve a kind of "critical mass," moving him to a

different space, a place not of himself. What has occurred is that the actor has gotten "there," "in" the character, and as I've discovered in modeling the acting process, this movement to the character's perceptual position can be monitored, calibrated, and adjusted.

Stanislavski describes this process somewhat mystically:

> *In the first period of conscious work on a role, an actor feels his way into the life of his part, without altogether understanding what is going on in it, in him, and around him. When he reaches the region of the subconscious, the eyes of his soul are opened and he is aware of everything, even minute details, and it all acquires an entirely new significance. He is conscious of new feelings, conceptions, visions, attitudes, both in his role and in himself.*
> ([Stanislavski, 1989 #542]281-282)

I call this moment the Association Ritual. The character's dream body, full and rich in detail, stands in front of the actor, in his mind's eye, if you will. The character is out there. When the picture looks right, the voice sounds right, and the actor feels that the picture is right, he deliberately and freely steps into the imagined image. The Association Ritual is the bridge between understanding about and being in, between observing a dream and actually living in it. Using sensory structural analysis from the techniques of NLP, we can better understand this ages-old idea of "inspiration" and "the Muse descending." As Stanislavski said, the actor

".. by definition, is not an observer.... The actor must go further, placing her entire body's presence and motion and will within the dream state. Her everyday reality must be replaced by the imagined one. To inhabit and respond directly to the dream world (through the body), she must somehow move into the dream character.:"
([Stanislavski, 1989 #542]p.66)

Stanislavski wrote four major works describing what he meant, but I have found that NLP techniques and strategies work more directly with the actor's conscious and unconscious resources; at the same time, the techniques anchor a useful and repeatable pattern for submersion into the character's world.

As we understand in NLP, the moment of association changes the performer's point of view from dissociated to associated. By stepping into the character's point of view in that body, the actor's personal body feel, and point of view, is fundamentally -- quite literally -- transformed. The Association Process, as I call it, will not sound unusual to anyone who has used Timelines or Change History techniques. The actor at some moment sees and hears the character so clearly that there is a kind of "tug" that beckons the actor to go over and into the image. A few actors prefer to pull the image over to them, but my research tells me that the majority prefer to float over and into the character body which has its own rightful position.

At this point I found that more skilled actors have a very precise sense (kinesthetic) of where the character's body is in space. But sometimes there is difficulty in finding all parts of the spacing. Some actors will feel the character body, say, all through the torso and legs, but uninvolved with the head or shoulders. There may be a tendency to keep a particular part of the actor's own body dissociated from the character's. Sometimes the loss of control, fear of the character's emotional power, value judgements regarding the character's behavior, or other aspects stop the performer from a full association. Or the hesitation may come from gaps in the imagined circumstances. However, through gentle coaching and coaxing, they can usually complete the association.

I have worked with many actors who, previously, were unable to stabilize their association; they were only aware that something was off. By chunking down the ritual, I've been able to assist many actors in taking more control and directing the process quite precisely. Given the opportunity to play with the degree of association (and engaging in some personal reframing), the actor begins to look forward to "losing himself" in the role (again, notice in much of my language how the process is mirrored).

The Association Ritual is especially crucial in developing a character who must fill a certain physical shape. Richard III's hunchback and clubfoot (Shakespeare's Richard III), Laura Wingates' limp (in Tennessee Williams' The Glass Menagerie), and Cyrano's nose (in Edmond Rostand's Cyrano de Bergerac) are well-known examples of physical transformation that must take place to fulfill the demands of performance. Costuming and makeup cannot overcome a weak association into the character's sensory system.

As important as physical transformation is, however, the most crucial importance of the Association Process is to carry the actor away from personal limits and values, substituting a true empathic relationship to the imagined character. As John Gielgud, one of the greatest English actors of our century, said:

> *Of course, all acting should be character acting, but in those days [his early career] I did not realize this.... My own personality kept interfering, and I began to consider how I was looking, whether my walk was bad, how I was standing; my attention was continually distracted and I could not keep inside the*

character I was trying to represent. In Trofimov [in Chekhov's The Cherry Orchard, with the Russian director Theodore Komisarjevsky] for the first time I looked in the glass and thought, "I know how this man would speak and move and behave," and to my great surprise I found I was able to keep that picture in my mind throughout the action, without my imagination deserting me for a moment, and to lose myself completely as my appearance and the circumstances of the play seemed to demand.
([Hornby, 1992 #535] p.86)

Using full and half-masks in training, I've been able to clarify the Association Ritual and to objectify the Other of the character, helping actors establish a ritual of going into the character that is adaptable to whatever modality aspects they prefer. Masks have the power to short-circuit the rational, conscious side of the actor's mind and release him into a powerful trance. The physical act of putting on and taking off a mask - like stepping onto and off of a timeline, for example - is a powerful anchor to the associated state.

3) Fine Tuning the feel of the Character

Ideally, the bulk of rehearsal time is spent fine tuning and adding details to the initial association. The trance is deepened and enlarged rehearsal by rehearsal. "The basic mechanics for characterizing a person," as Robert Cohen says, "is to examine his possible world, his vision and understandings, and then to play as yourself into, with, and against that world. It is as though you saw what he saw, thought what he thought, wanted what he wanted, and feared what he feared" ([Cohen, 1978 #534] p.92). The actor's sensory system adapts to the preferences and beliefs of the character's.

Dream-character-feeling, then, anchors in the bones, muscles, and nervous impulses of the actor. The "rightness" of the dream character's response lies within the actor's body. Using association rituals, actors establish dream body sensations as a way to stay intuitively responsive in the dream-present.

The kinesthetic understanding of the dream character ("feels right") replaces the initial sensory representations (the "looks right" of the pictures and the "sounds right" of sounds) about the dream world. By identifying so completely with the dream character and world that he feels literally in the character's shoes, the actor has a true experience in every performance.

The living process of association gives the actor the feeling of spontaneity, even though the fundamental elements of the text (dialogue, staging, relationships, situational context) stay constant. Rehearsals are surprising forays into open-ended explorations of the character's world, not a mechanical working out of logically-justified intellectual material. The character body "possession" can surprise the performer with its rightness and speed of reaction to the text's events and dialogue.

The actor embodies the articulations of a world view different from her own through the Association Ritual. The dream body's possession grows from the subtleties of the character's inner reality (beliefs, values, capacities and goals) to external behavior: gestures, body position, breath, territory, status, and so forth.
In the audience, we trust the actor to achieve a deep identification with the character. Although we can be disappointed in an actor who makes incongruous choices, it is even more important that we experience a performance that is not the actor "himself." It is the possession - and our identification with it as audience members - that is the basis of our pleasure in witnessing the artist at work.

Ultimately, the goal of all training and rehearsal is to free the actor from the particular confines of his own values, beliefs and perceptions in exchange for a deeper and more intuitive embodiment for what the character in the play wants and needs. NLP techniques offer unique and rich resources that help refine and strengthen the artistic process, opening the door to true play.

Craig Turner teaches in the Professional Actor Training Program at the University of North Carolina-Chapel Hill, and serves as an Associate Professor in the Department of Dramatic Arts.

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SOCIAL STYLE INTEGRATION WITH LEARNING MODES ORIENTATION

Jim Lavers, M.Ed.

First of all, what does the title mean? Then how was it derived? And finally, of what use is this paradigm? Where does it fit into NLP thought and action? At what level? In doing some work in school administration, counseling, management consulting, Federal Job Entry contracting as well as personal considerations, I realized that many people either intuitively understood their impact on others or understood themselves, in some degree, but not their impact on others. (1)

This model which is, I believe, reality based - in the USA it has elements of Neural Darwinism, in Canada, Evolutionary Psychology - hopefully combines the perspective of personal, interpersonal and group interaction needs.

Evolutionary Psychology, what little I know, suggests that unless the psychological approach matches the best input system of the recipient, it will either misfire or backfire. We have all seen plenty of both, largely because theory became practice with an attempt at process, whereas, reality is the other way around.

More practically, as we speak/interact, we move as individuals from first to second person and back, while in groups to all three positions (three people constituting a group). Social Style Integration with Learning Modes Orientation may assist all the communications and the transitions.

Social Style is based on the Jungian model, but in researching further, I discovered elements, particularly societally, based in or derived from other cultures, i.e., the Enneagram, and most elaborately and accurately, the North American Aboriginal schema.(2)

The first half of training, for the train-the-trainer and higher echelons consists of getting the participant(s) to not only recognize their Social Style, many will have a nodding acquaintance, but TO INTERNALIZE IT.

When I first worked with Social Style using the Tracom Corporation, Denver, model (I still like it best), the derivation of one's social style was done by questionnaire with three/five consenting adults. The problem being that one or one's supervisor had to be intellectually honest and pragmatic in the choice of respondents. I notice now that Tracom also uses a self-evaluation approach.

Education Programs runs a "short course" based on a multiplicity of sources wherein the clients determine for themselves where they belong in terms of Social Style. Color coding, a bit like True Colors, is used. That is productivity people being either black or white and people people literally more colorful, green and yellow.

How does this simpler, visual, diagrammatic, kinesthetic system perform? Quite well actually - with two provisos.

First, one or more participants will always ask, "But are we not all of these 'people'?". The answer is yes. Additionally, invariably, the asker is either terrified, an Amiable, or most likely a person with both high capacity and versatility. Their world view, self and others, is therefore considerably more dynamic.

What about the majority with a more limited perspective? How does one get them to recognize, to begin to internalize this basic personality construct?

Mobility seems to help solve the problem. If a person is "settled" in the wrong "nest", they, with great alacrity, leave. Incidentally, by far the most "troublesome" group are the drivers with everyone giving orders and occasionally countermanding others.

Second, and self-esteem may be an element, someone wonders as to their (group) efficacy or capacity to endure in a materialistic North American society.(3)

Rather quickly, particularly if the interactions are working - remember the participants have moved around and dialogued - someone will have the "A-Ha" of noting that ALL kinds of people are needed to balance an organization or a society.

This leads to the whole matter of time orientation and what that means personally, in terms of lifestyle, job holding, marriage and career orientation.

So much negative publicity has been generated around time line therapy, that in introducing it, for

CONTINUED ON PAGE 18

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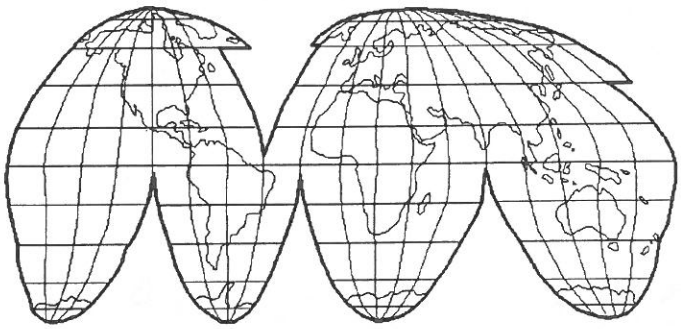
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Reaching Out to the World



IANLP's 12th Annual International Conference April 26-28, 1996 in Austin Texas

The Conference will end with a luncheon at 1:30 PM on Sunday.

FRIDAY PRESENTATIONS

THE DIVIDED SHADOW,
Larry, G. Koeppen

The Divided Shadow Model offers a procedure to identify the active and passive bi-polar dysfunctional qualities of the Shadow Self. The Transcendent Function is used to integrate the polarity, allowing the True Self to emerge.

THE CHAIN OF MOTIVATION,
Bert Feustel, M.A.

The NLP structure of motivation. A process of how to create motivation for yourself and others. What are the prerequisites of motivation, and how to apply the process of creating motivation to business, therapy and education. Level advanced.

ENNEAGRAM PERSONALITY TYPOLOGY,
Wyatt Woodsmall, Ph.D.

The enneagram personality typology is a very ancient and powerful tool for personal growth. It divides people into nine basic psychological types. Unfortunately the published material available of the enneagram contains gross distortions and major misunderstandings. This workshop will provide information and applications from primary sources not publicly available.

INTRODUCTION TO NLP,
John Marszalek

NLP is a powerful personal change and communication technology. Learn what NLP can do for you, and how you can use it in your life.

PSYCHO-LINGUISTICS, Speaking the Language of the Mind,
Patrick Porter, PhD

Based on the methods outlined by Dr. Milton Erickson, but in easy-to-understand "layman's language," the Psycho-Linguistic patters which will give you the ability to gain access to the mind of even your most resistant client.

STRUCTURING CHANGE, Ecology and Applying NLP,
René Pfalzgraf

Learn a variety of approaches for bringing all of the pieces of NLP together to produce the changes the client wants as well as producing generative changes which will touch many facets of the clients life.

THE MYTHOGENIC SELF(tm),
Joseph Riggio

Uncover the commonalities of NLP and the works of David Bohm, Joseph Campbell, Noam Chomsky, and Wayne Gretsky; as well as in Eastern, Western, and Native American Spiritual wisdom as expressed

in Aikido, Celtic Mythology, and Carlos Casteneda. Operating from this common position, use NLP as a holographic "mind technology" and produce deep, lasting, and elegant generative change.

BEDSIDE NLP, Techniques for the Healthcare Professional,
Robin Spidle, RN

Learn specific simple techniques and procedures to help any health care professional to assist their clients in reaching their wellness goals.

SATURDAY PRESENTATIONS

THE SALES GAME,
John Marszalek

Learn how to incorporate Meta-Modeling and Meta-Program information to create sales presentations which are customized and form fitted for each of your clients. Selling this way creates the highest probability of success each and every time!

MODELING THE OLYMPIC DIVING TEAM,
Wyatt Woodsmall, Ph.D.

Advanced Behavioral Modeling(tm) has spent the last nine years doing modeling projects in athletics, industry and government. In this workshop Woodsmall will present an overview of the modeling process and discuss his recent work with the Olympic Diving Team.

NLP USES IN DRUG AND ALCOHOL ABUSE,
Patrick Porter, PhD

Learn how NLP has been adapted for overcoming addictions by creating a "high" state without the need for destructive substances.

S.C.O.R.E.ing a Point with NLP,
Jane Turner

"Scoring a Point" is a technique developed by Jan Turner, inspired by the S.C.O.R.E. model of Robert Dilts, the purpose of which is to facilitate tracking interventions by modelers, trainers and therapists. It will be presented and illustrated with basic NLP change formats.

RETURNING TO BASICS, Fundamental NLP Revisited,
Robin Spidle, RN

Reviewing how the basic techniques of NLP can be applied to increase peoples abilities to establish sensory feedback loops, and how those feedback loops can be used for personal change.

LIFE LINE THERAPY(tm),
René Pfalzgraf

Values create our focus and beliefs are the way we create our reality. Learn a deeper level of coding than submodalities which is used for values and beliefs, and how this coding impacts us.

FOUR KEY ELEMENTS OF SUCCESSFUL INSTITUTIONAL INTERVENTION,
Michael Nichols

Four key elements make up a successful institutional or individual intervention. For this to happen permanent submodality shifts in the neuro-cortical pathways must happen quickly.

LEADERSHIP DEVELOPMENT AND ENNEAGRAM,
Larry G. Koeppen

Business leaders are recognizing that productivity and performance result from "soft" human factors including values, attitudes, self-esteem and commitment. The enneagram Map is an effective tool to identify core beliefs, values, and work styles.

SPORTS - The Flow Experience
Brian Greene

Paradigms for producing, maintaining and enhancing peak performance states.

THE PARTNERSHIP OF NLP AND CONFLICT MEDIATION,
Carla Woody

This presentation will offer participants an overview of conflict mediation processes, the opportunities that exist professionally, and how NLP strategies can be folded in naturally to produce effective resolution and greater learnings for all involved.

THE SOMA-SWISH(tm),
Joseph Riggio

Grinder and Bandler imprinted NLP in their writings and placed it in the brain. NLP is not a "brain" technology, it is a "Body-Mind" technology -- learn a "Kinesthetic Swish". Make the somatic experience as explicit as the linguistic experience, and begin working systemically, putting NLP back in the body where deep generative change occurs.

DNB: Direction and Nature of Being,
Dan Mitchell, Ph.D.

Learn to use two sets of Metaprograms to identify and utilize Enneagram types in the context of success coaching and assisting individuals to change at the level of semantic response, prime and concerns.

ELICITING CORE BELIEFS USING META-PROGRAMS,
Roger Millen, PhD

The core belief structures which govern our behaviors can be divided into three parts: beliefs about self, others and the world. This material can be brought into conscious awareness using meta-programs elicitation and deductive analysis.

STRATEGY BALANCING
René Pfalzgraf

Problem states occur when strategies are out of balance. When they have been rebalanced, the system functions "normally" and the problem state dissolves. Learn specific ways to do this.

META-STATES: A New Domain of Logical Levels in NLP,
Michael Hall

The Meta-States Model offers a whole set of new distinctions for the NLP model that incorporates Bateson's logical levels and Korzbyski's "consciousness of abstracting." Utilizing the strategy model and the states model, this model provides a way to holistically handle "states about states" that can create tremendous complexity in human subjectivity.

BEYOND TEAM BUILING:Building Corporate Communities with the Natural Inquiry Method
Edit Rodas-Carroll

NLP dovetails well with the methods of inquiry develped by the Institute of Cultural Affairs (ICA) in working with organization. Edit Rodas-Carrol will demonstrate how she has used her deepening of the ICA methods to plant the seeds of transformational change in corporations.

SUNDAY PRESENTATIONS

GOAL REACHING,
Jan Marszalek

What's the difference that makes the difference between merely setting goals and really achieving your goals? Learn how to utilize the latest in submodalities to reach your goals in life.

COACHING THE MANAGER,
Bert Feustel, M.A.

About the experience and process of coaching managers and business people. Coaching as a quasi-theraputic process of changing and training professionals in business, sports, etc. Useful for people who do coaching, training, in less therapeutic contexts.

WHAT IS WRONG WITH LOGICAL LEVELS,
Wyatt Woodsmall, Ph.D.

In recent years many people in NLP have become very fond of the model of "logical levels." Unfortunately, this model is neither logical nor does it contain systemic hierarchical levels. This workshop will trace the concept of logical levels in cybernetics and will discuss why modern cybernetics had abandoned logical levels.

EDUCATIONAL SUGGESTOLOGY, NLP in the Classroom,
Patrick Porter, PhD

Learn how NLP and accelerative learning have been adapted into a modulized whole brain program for students, parents, and teachers. Come and explore how to "live in the genius state" where creativity, inventiveness and intuition reside.

THE "CREATIVE CORE"(tm) OF BUILDING A BUSINESS,
Joseph Riggio

The Creative Core(tm) process organizes NLP for use in building and managing "hypergrowth" organizations. Experience this process and explore the "secrets" of building a $100,000+ NLP consulting practice. Learn how others have already benefited from these hypergrowth "secrets" and how to apply them to yourself.

DEALING WITH THE FOUR REALITIES,
Jim Lavers, M.Ed.

This seminar will deal with the problem we all have on not only recognizing that other's reality(s) are not ours, but also that these other realities are equally viable, and that communication/civilization would be impossible without this mix of realities which counter balance each other.

NLP AND SHAMANISM,
Robin Spidle, RN

Comparing these two distinctive models of the world and how they each can be utilized to generate change, and to then demonstrate that underlying the surface structural differences, that there is in reality a great deal of similarity between being a shaman and being a practitioner of NLP

SHORT CUTS ON THE HUMAN INFORMATION HIGHWAY,
Marvin Sadovsky, Ph.D.

An overview of how you can short cut the human information system by using metaprograms to get your point across more effectively.

YOUR SPEAKERS

- Bert Feustel, M.A., NLP Master Trainer, Founder and Chairman of German NLP Association, President of MIND SYSTEMS institute for NLP and strategic Communication, NLP and Business Trainer, Munich, Germany.
- Brian Greene is an NLP Master Practitioner, and is currently completing his Ph.D. in sports psychology at Columbia University.
- Michael Hall Ph.D.(c), NLP master practitioner and trainer, author of numerous articles in Anchor Point on Bateson, Korzybski, etc.
- Larry G. Koeppen, MSED, LPC is an NLP Master Practitioner and Trainer providing individual therapy, business consulting, development and training.
- Jim Lavers,M.Ed. has been a teacher, administrator, lecturer, and consultant to local, provincial and national organizations and associations. He is a Social Style/Learning Modes Consultant.
- Jan Marszalek is the founder and President of NLP Learning Systems, Dallas, Texas. Jan has been an NLP trainer since 1982.
- John Marszalek is Director of Training for NLP Learning Systems, Dallas, Texas. John has been an NLP trainer since 1982 and is also a certified trainer for Xerox Learning Systems.
- Roger Millen, Ph.D. is a Certified Trainer of NLP and teaches Ericksonian Hypnosis, T'ai Chi, and has performed with the Boston Playback Therater. He directs THE CONSULTANCY FOR CHANGE.
- Dan Mitchell, Ph.D. is an NLP Master Trainer and Modeler, a Master Hypnotherapist, a Master Practitioner of Time Line, and is the former Director of Training for Reverse Speech(tm) International.
- Michael Nichols has been a Navy and prison chaplain for over 26 years and is currently working at Chino, California State Prison.
- René Pfalzgraf is NLP Master Trainer, developer of Life Line Therapy(tm), developer of Integrative Behavioral Patterning(tm), and author of more than 50 articles on NLP.
- Patrick Porter, Ph.D. is the author of AWAKEN THE GENIUS, and THE POWER OF YOUR VOICE. He founded POSITIVE CHANGES HYPNOSIS, a network of hypnotherapy clinics throughout the US and Canada.
- Joseph Riggio is an NLP Trainer and head of a highly successful NLP consulting firm, NLP Applied Behavioral Technologies Institute. He has taught on the faculties of Parson's, The New School and Brookdale Community College.
- Edit Rodas-Caroll is an NLP Trainer and business consultant who leads NLP trainings internationally and is founder of the NLP Center of Texas in Houston.
- Marvin Sadovsky Ph.D. is an NLP Trainer, past President of IANLP, Business Trainer and author of SELLING THE WAY YOUR CUSTOMER'S BUYS.
- Robin Spidle, RN is an NLP Master Practitioner, Shaman, and Hypnotherapist. She is also a writer, teacher and therapist.

- Jane Turner is a clinical psychologist, psychotherapist, ericksonian hypnotherapist and trainer. Certified NLP trainer, co-developer of Le DOJO, an instititue for personal and professional development in Paris, France, and co-author of DICIO-PNL, and NLP dictionary.

- Wyatt Woodsmall, Ph.D., is a Master Trainer and Master Modeler and co-author of TIME LINE THERAPY AND THE BASIS OF PERSONALITY. He is a past President of IANLP.

- Carla Woody is an NLP Master Practitioner with over seven years experience mediating commercial, family and community conflicts.

The Conference will begin at 12 Noon on Friday April 26, and will complete on Sunday April the 28th with a luncheon which begins at 1:30PM.. In addition to all of these wonderful presentations, there will also be meetings for each of the special interest groups and a general meeting for members. So if you are a member of a special interest group, you will have an opportunity to get together with people who share your area or areas of interest when you are at the April 26-28 Conference in Austin.

While you are at the conference, you will find that not only are there many great presentations you can attend, but also that IANLP is doing its part to help you meet and mix with all the people who will be at the conference by **providing dinner on both Friday and Saturday nights and lunch on Sunday**.

You will find getting to Austin is very easy. The following airlines fly into Austin: American, Continental, Southwest, America West, Conquest, Delta, Northwest, TWA, United and US Air, so wherever you are flying from, there is an airline which will bring you to Austin for this great conference. And once you arrive in Austin, it is even easier for you to get to the Austin North Hilton, because the Hilton is just minutes away from the airport and the Hilton provides free airport shuttle from 7 AM until 11 PM each day. Your stay at the Hilton is affordably priced at only **$79 single or double occupancy per night** for the conference. Remember to make your reservations soon by **calling the hotel directly** at either 800-347-0330 within the USA or 512-451-5757 and either mention that you are with IANLP or mention the booking number which is 1341. Call the hotel right away to ensure your place because the Hilton is holding these rooms for a limited time.

Come to the great state of Texas, in the wonderful city of Austin, and enjoy this tremendous conference April 26-28. Come to the conference and expand your knowledge, share your ideas and meet others who love NLP. Come to the conference, relax, enjoy yourself, and have fun with others who love NLP as much as you do. Just fill out your registration form on the next page, and mail it to IANLP today.

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CONTINUED FROM PAGE 10

internalizing purposes, the "system is kept very simple, simplistic, in fact, as follows:

Emotives are future / present time oriented, i.e., existential. This leads to all sorts of interesting ideas generation and is the point of view taken for the more formal aspect of learning Social Style.(4)

Drivers are present / future oriented, tending to take in ideas generated in all the other quadrants, but mostly from their neighbors, the Analytics and the Emotives/Expressives (they have a lot of problems with the other irrational group, the Amiables who keep reversing priorities on them!), and coalescing them into manageable, productive "units" - generally at great emotional expense to themselves and others.(5) (6)

At their best, they are the "Whites", the Chiefs, Shamans, Crones of society, combining wisdom and forthrightness in their leadership. At their worst, they are tyrants(7) who may or may not die of heart attacks or other self-destruct methods depending upon how much power they can usurp and for how long.

In fairness, this is the only quadrant that actively, and consistently goes TOWARD others:

- - as a matter of their inner workings
- - as a matter of enlightened self interest (and)
- - as a matter of SENSING what needs to be done.

The time orientation of the Analytics and their manner of internalizing information(8) are of fundamental importance to the success of a project. Projects fail without them, but on the other hand, the Analytic may want to Build a Bridge Over The River Kwai long after the war is over or the need to act on an Order In Council has passed.

Their time orientation is past / present, and they cannot move from that easily. Also, just as significant, they are the digitals of the world, relying heavily on logical, sequential, high analytic, verbal or equivalent processing. They are the classic "Chunk-downers", and by so doing, govern indirectly through management directives and control of the purse. An organization will be well maintained by an Analytic at or near the top.

Amiables maintain families, schools, institutions and societies. Only under the greatest duress will they join with Emotives to upset the societal applecart. When they do, it is for humane not ideologue reasons, since their past, past time orientation is geared to maintenance not revolution. They join organizations to maintain them and are the last to leave and close the door.

They tend to stay married and in the same place, thus high profile mobility is not for them. Because they are invisible and work through others, they seldom get more than the crummy watch at retirement, but are always welcome to return, which they do - nobody else does.

While only 12% of the population, Amiables, are over represented in the helping professions, making up, for instance, one third of the teaching profession in North America.

Some important questions remain for the participant and practitioner about the nature of Social Style, its use and abuse, and finally, "What's in it for me?" even when perception is clear.

Internalizing and understanding, going from information to transformation, from individualism to individuation, can only occur through some form of interactive curriculum, life itself, or a foreshortened organized version thereof, such as Hoffman's Quadrinity.(9)

Internalizing, that is overcoming resistance to the notion of occupying a distinct reality, occurs most often if the participant gets the message in her/s best mode.

A homely example to illustrate (not too likely to occur in a seminar setting):

- Emotive/Expressive - I just came from the staff meeting and I'm full.
- Driver - I've eaten, but could we prepare something light?
- Analytic - I forgot to phone. We ate at the staff meeting.
- Amiable - Go ahead. I'm not too hungry just now.

Somehow each participant is to speak out, or give examples, to show that they understand both their basic strength and focus of personality, and of course, what predicaments that tends to produce.

It is much easier for the irrational mode people (Drivers, Amiables) to adopt first person "thoughts" given some prompting from a mentor (2nd person) or an organizer (3rd person).

Rational mode persons, while they understand from whence they come, have more difficulty identifying their impact.

Their presumption is that "everybody" acts (Expressive) or thinks (Analytic) this way, and in fact, most of the population, 76% (33% Expressive/43% Analytic) do. Also, Expressives clearly have a place in the non-academic developing arts and business world, while the Analytics have controlling and comptrolling functions for existing goods/services.

In dealing with these people, it is not possible to "convince" them. The Analytic will keep demanding examples (3rd person accounts which mean s/he only has to listen), while the Expressive is inclined to dismiss the whole perception as secondary to some operational aspect of life. Introspection is not for either group. Impact is made by peers, particularly ones with considerable versatility. What then are the best modes for internalizing this construct, this notion as to who we are and how we impact?

It turns out that, for the most part, if we follow the edict that information should approximate the best sequencing of internalizing information by the recipient, this leads to an "A-Ha" experience.

This procedure, tying Social Style to Learning Modes, is outlined on the copyrighted page attached. (See page 8) The job of the facilitator is to work through the submodalities, most manifest according to personality type; a program much too long for this paper, but one which will be considered in Austin, Texas, April 1996.

Some brief comments on the above and the impact on various administrative, consultative, and personal dynamics roles: Analytics will comment, "I visualize". Of course they do, within a millisecond of receiving an auditory or other digital signal. This is their advantage and this is why they are disproportionately represented in "gifted" classes, although Mary Meeker(10) points out that giftedness also includes social/emotional(11) and physioneurological(12) which she calls Scholarship, Leadership, and Talent; remarkably like the medieval notion of Reason, Will, and Feeling or Max Weber's Bureaucratic, Hereditary, and Charismatic.(13) Howard Gardner(14) makes the case for "intelligences typically working in harmony" and while that is true (remember that at the outset it was noted that people recognize this state of being), we are not now concerned with total human functioning, but rather with how best to have people internalize their relationship to others.

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For instance, the enormous disadvantage for the Analytic in "knowing" others is her/s presumption that verbal processes make matters comprehensible. Note the low kinesthetic input, similar in many ways, to the Expressive's ABSENCE of verbal recognition which make the wordiness surrounding systems approaches, for the Expressive, just as incomprehensible.

Another example, the Analytic seems to take forever to consider alternative ways of handling social situations. The reason being that s/he needs ALL the information and wants to digest it privately.

Analytics who are successful salespeople invariably have come up through the ranks, know ALL of the technology, and are prepared to build relationships therefrom.

Analytics do not need the "five second delay" to internalize digital information. They may not like diagrams or demonstrations and may refuse to use them or take part.

Everyone else needs, more or less, a five second delay to internalize information if it is in verbal/digital form. The exception seems to be the Expressive who often has a quick verbal response (based on her/s feelings) but, upon examination, this may not be a reflective comment, may be short on content and accuracy (not a true feedback loop), and create as much chaos as cognition.

Drivers, too, will give quick verbal responses, but only after they have internalized the information. Theirs is not a "gut " response, but an attempt to control the situation through explication based on what they obtained through verbal/visual analysis.

If Drivers can be given a PROGRAM to cover social and professional needs and they internalize it, then they become advocates.

On the other hand, the people people, Expressives and Amiables, will somewhat overdo verbal processes that are NOT program oriented. They see no need to have elaborate spelled-out plans with Amiables consistently turning such organizational modes into people orientation and Expressives into "go it alone" scenarios.

What does all this mean?

Pedagogically, a truly interactive curriculum must cater to all Learning Modes and Social Styles through which they are expressed.

For trainers and train-the-trainers, many predominantly Analytic, it must be remembered that a manual only reaches forty percent of a general population in a program and that its "primary" use for many participants will be as a resource AFTER the program of instruction is completed.

In management, a careful assessment of Social Styles extant in the corporation, whether public or private (public will have far more Analytics and Amiables), is important because the removal or loss of one group due to policy, downsizing, or attrition may cant the organization to the point of upset. (15) Most organizations, as Weber(16) recognized, begin with Expressives,(17) move to Drivers who have to rely on Analytics for the electronic nuts and bolts. By the time bureaucratic Analytics and Amiables are at the top, the organization, without a sharp turnabout, is dead.(18)

Nothing has been said about capacity or versatility. Also, abuse of any paradigm (the Anthony Robbins syndrome) is always a concern.

Capacity, in this context, is primarily either digital or analog. Digital capacity, in depth, rests with the Analytic and, superficially, with the Expressive.

This doesn't mean others can't compute or deal in linear modes, but for them, that is a measure of versatility, not capacity. Versatility TENDS to be the field of the intuitive Amiable and the sensing Driver who have it/need it to get to where they know they want to be.

Versatility in discreet areas, such as music/mathematics bipole, rather than in social

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constructs, seems to be related to rational modes, thus a musician may be a computer expert and a senior accounts executive a Bach aficionado.

The main point being, for this paper, is that the basic personality construct is both the strength and the weakness of that individual since s/he will invariably return to that quadrant under stress.

Getting out of a single Style perspective, at least to the degree of acceptance and understanding of other styles and how to approach them, is really a rather good measure of consenting adult status. This status is anything but static, however, since one of the myths about aging is that the process stops. In fact, it often begins once the nesting instinct has passed with its inward looking upwardly mobile artifices.(19)

Jung was deeply concerned that people not be overly categorized. The best way to conclude regarding the matter of abuse is to use the same quotations(20) given in Phoenix, AZ, April, 1994, being:

> *Last but not least, it (psychological typology) is an essential means for determining the 'personal equation' of the practicing psychologist, who, armed with an exact knowledge of his/her differentiated and inferior functions, can avoid many serious blunders in dealing with her/his clients"*

And by the editor:

> *precisely the way in which his types are used and experimented with in the ... Briggs-Myers tests - the clinical scientism - is what Jung expressly* **DID NOT WANT.**

PERSPECTIVES

Social Style (various levels of this important, and accurate, account of how people function societally, in leadership and in a classroom - as recipients).

PRODUCTIVITY

Society
Teacher
Learner

Intellectual Analytic Accomodator RESPONSIBLE - BLACK M S	Acquisitor Driver Assimilator CURIOUS - WHITE D P
S C Peasant Amiable Converger HARMONIOUS - GREEN	I A Warrior Expressive Diverger ADVENTUROUS - YELLOW

ASKS — TELLS

PEOPLE

PRODUCT

Analyse	Drive
Respond	Express

ASK — TELL →

PEOPLE

BRUNER'S BLACK BOX

- Auditory (Digital) - 40%
- Visual
- Kinesthetic (Analogue) - 60 %

CAREGIVER | **CLIENT** | **POSSIBLE EXTERNAL / INTERNAL RESPONSE(S)**

-Melancholic (Black bile)
-Think
-High relation/Low task
-Consults
-Steadiness (Data)
-Mental

-Phlegmatic (phlegm)
-Intuit
-Low relation/Low task
-Joins
-Compliance (People)
-Social

Other words to incorporate expressing ideas, levels, orientation

NORTH
Wisdom
Buffalo
White

Introspection
Bear
Black

WEST EAST

Innocence
Mouse
Green

SOUTH

Illumination
Eagle
Yellow

-Choleric (Bile)
-Sense
-High task/High relation
-Sells
-Dominance (Ideas)
-Physical

-Sanguine (Blood)
-Feel
-High task / Low relation
-Tells
-Influence (Things)
-Affective

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SOCIAL STYLE INTEGRATION (with) LEARNING MODES ORIENTATION (SSI/LMO) © 1993 Education Programs

Knowing, or sensing, which quadrant the person you are interacting with is coming from is important and being able to give appropriate responses so that dialogue is meaningful is, really, just the first step to developing RAPPORT. Remember, too, that a person ALWAYS RETURNS TO THEIR FAVOURITE LEARNING/COPING MODE UNDER STRESS. Therefore, stress reduction and broadening the base of understanding is N.B..

While much of societal change begins with the Expressive , it is very often the Analytic who ends up with the power base and decision making role (power acquisition). As these people are disproportionately represented in the Corporate and Public Sector (particularly) Management ,and since they function differently than the other three quadrant groups, it makes sense to begin with them.

THE ANALYTIC

HAS HIGH AUDITORY/VERBAL RESPONSE. - THIS IS THE EXTERNAL (REPRESENTATIONAL) MODE
(while) VISUALIZING INTERNALLY (PACING MODE)LOW KINESTHETIC - FEELINGS.

i.e. A r to A c (+) A d = Auditory Recall followed by Auditory Construction (and) Auditory memory bank (Sounds or Words)

N.B. PERSON DOES NOT LIFT THEIR EYES ABOVE THE HORIZONTAL.
THESE PEOPLE LISTEN CAREFULLY, DO NOT NECESSARILY TAKE NOTES, AND ARE EAGER TO ASK QUESTIONS OF CONTENT OR ACCURACY. IF THEY THINK THEY KNOW ALL OR SOME OF THE INFORMATION, THEY WILL DEMAND WRITTEN PROOF OR "TAKE OVER" THE MANUAL.

THE DRIVER

HIGH VISUAL RESPONSE - THIS IS THE EXTERNAL (REPRESENTATIONAL) SYSTEM.
(while) AUDITORY PROCESSING IS GOING ON (THE PACING MODE). LOW KINESTHETIC

i.e. V r to V c = Visual Recall to Visual Construction (The Gretzky Mode).

IT IS IMPERATIVE THAT THE PERSON BE GIVEN TIME TO BOTH VISUALLY CONSTRUCT AND AUDITORIALLY "TAKE IN" THE INFORMATION.
WHILE THEY MAY TALK FAST (ONCE THE VISUAL CONSTRUCTION IS IN PLACE) THEY MAY APPEAR SLOW TO RESPOND INITIALLY. (VERY FRUSTRATING TO THE AUDITORY "LEARNER").

BOTH OF THE ABOVE STYLES ARE PRODUCTIVITY ORIENTED - NOT LOW KINESTHETIC INPUT.

THE AMIABLE

HIGH VISUAL RESPONSE - THIS IS THE EXTERNAL (REPRESENTATIONAL) SYSTEM.
(while) KINESTHETIC SORTING IS GOING ON (THE PACING MODE). LOW AUDITORY.

i.e. V r to V c - Visual Recall to Visual Construction.

THESE PEOPLE TEND TO USE SPEECH DIFFERENTLY, AS SUMMARY STATEMENTS, ONCE THEY HAVE MASTERED THE CONTENT. SEEM SLOW. ASK QUESTIONS ABOUT PEOPLE/EVENTS RATHER THAN CONTENT.

THE EXPRESSIVE

HIGH KINESTHETIC RESPONSE - THIS IS THE EXTERNAL (REPRESENTATIONAL) SYSTEM.
(while) VISUAL SORTING IS GOING ON (THE PACING MODE). LOW AUDITORY.

i.e. K (+) V r to V c = Kinesthetic Response + Visual Recall and Visual Construct

THESE PEOPLE'S MOBILITY IN TERMS OF ACTUAL MOVEMENT AND IDEA GENERATION IS PARTICULARLY CONFUSING FOR THE ANALYTIC. ALSO, THEIR TIME SENSE WILL BE AT VARIANCE WITH PRODUCTIVITY. NEEDS TO BE ABLE TO "CHUNK UP" (GENERALIZE ON IDEAS, AS DOES THE DRIVER) BEFORE "CHUNKING DOWN" (ANALYZING DETAILS) . MAY SEEM SELF-CENTERED AND SUBJECT TO CHANGE.

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Personally and professionally developing this interactive model has been very useful.

It has forced me to accept two things:

1. Those who think they know how to manage the universe have another think coming. Largely because others, at least three other types with all their variants and manifestations, have something to say. Thus a monologue becomes a discourse, a dialogue.

2. There are no bad responses or bad people, excepting those who have been treated so by family or society.

It is incumbent then on this individual, to sort out what is meant in a non-pejorative, non-threatening way and act accordingly.

Finally, this model, particularly the Social Style aspect, seems to find verification in the structures of society and the decline of the same.

Like the famous four generation studies of families, institutions of all kinds, in all spheres, across civilizations, go through a social evolution pattern of catharsis from Expressive development to Driver driven established development, thence to Analytic maintenance and Amiable lead decline. Perhaps that might not happen if we knew ourselves and our society better.

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1 Rational modes, i.e., the Feeling (Emotive/Expressive) and Thinking (analytic) tend to know themselves, but not their impact, while irrational Drivers (assimilators) and Amiables (Convergers) tend to recognize their impact, but know less about how they got there. This simplistic outline begs two questions: versatility and capacity.

2 see PERSPECTIVES, attached, bottom half of page. Note, there is an error: affective and physical should be interchanged, why?

References: SEVEN ARROWS, Hyemeyohsts Storm, p. 7, and SPIRIT OF THE LAND, Sacred Places In Native North America, Courtney Milne, p. 14.

3 some North American Literature, particularly, seems to disparage Amiables as "do-nothings". In fact, they function very well in established settings and are over represented therein.

4 Dealing With The Four Realities (or), The Great Canadian Royal Commission on The Nature of Reality! (ahem), Austin, Texas, April 24, 1996.

5 see PERSPECTIVES - High Task/High Relationship - everybody gets tired!

6 see PERSPECTIVES, attached, bottom half of page. Note, there is an error: affective and physical should be interchanged, why?

References: SEVEN ARROWS, Hyemeyohsts Storm, p. 7, and SPIRIT OF THE LAND, Sacred Places In Native North America, Courtney Milne, p. 14.

7 Hitler, Mussolini and Stalin, in their earlier days, were identified as the "street kid" leader - generally unstoppable. O.J. Simpson is the most recent version gone awry.

8 See SSI/LMO copyrighted, attached. Note the Analytic.

9 Hoffman's Quadrinity combines good psychic counseling (originally Bob Hoffman) with Jungian Quadrant work focusing in a week long intensive on family constructs. The results are remarkable.

10 An Interpretation Guide; with Strategies for using Structure of Intellect (S.O.I.), Mary Meeker, p. 16.

11 Oliver Wendell Holmes when asked about his new President, FDR, said, "first class personality, second class intellect..." - but what did he know!

12 Wayne Gretzky skates sideways up the ice so he can "see" the whole rink. . He can also easily articulate ALL dimensions of his "work".

13 Writers on Organizations, p. 20, first Charismatic, then Hereditary, and finally Bureaucratic.

14 Frames of Mind, Howard Gardner, p. 9.

15 A group I worked with had seven Emotives, an Amiable and an Analytic (they were a very successful sign and creative design company which was beginning to self-destruct). No Drivers to plan or inflict decisions. First the isolation of the Analytic had to stop and collective action by the Expressives, a very difficult role, took 80% of the contract time.

16 Writers on Organizations, p. 20, first Charismatic, then Hereditary, and finally Bureaucratic.

17 Henry Ford, when he was asked to appoint a '"personnel director" hired the clean-up man, another transplanted farmer. What nobody knew was that Ford had midnight meetings about the plant with this man. The appointment was a success.

18 In this jurisdiction (Province), in education the Professional Organization, the Trustees Association and the Deputy Minister's Office traded jobs and roles with impunity. There was a distinction, but no difference - a bad sign. Eventually a Cabinet Minister intervened, redelegating authority.

19 brief conversations with David Suzuki, renowned biologist, and Alex Haley (ROOTS) lead to the belief that the freedom and right of the 70 year old to articulate societal values to the 10 year old, the only other sane group on the planet, is a measure of a society's success.

20 Who Am I? Personality Types for Self-Discovery, Dr. Robt. Frager, ed., p. 112 - Jung, p. 115 - the editor.

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