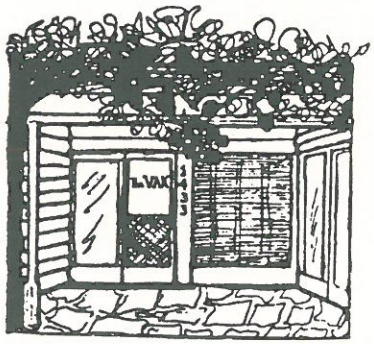
THE VAK



International NLP Newsletter

Volume V, Number 2 *Spring 1987*

The Hundredth Monkey:
Time for a Recount?

Not long ago, on islands off the coast of Japan, colonies of wild monkeys had taken to raiding local farms for food. To stop the raids, farmers began leaving sweet potatoes and other treats on the beach, a comfortable distance from the farms.

Now, although the monkeys enjoyed sweet potatoes, these potatoes had a layer of dirt that didn't taste very good and was hard to rub off.

One day an enterprising young monkey named Imo discovered that when she rolled her potato around in the sea, it tasted much better. Other monkeys tried it, and soon, potato-washing was standard operating practice for many members of the monkey colony.

As the story is told, after a certain number of monkeys (let's say, ninety-nine) had learned the benefits of potato-washing, the Hundredth Monkey wandered down to the sea and washed his or her potato. And then a strange and wonderful thing happened. As if by prearranged signal, monkeys all over the islands began to wash their potatoes.

In neighboring wildlife communities, raccoons were puzzled that the monkeys had not figured this out sooner. But humans were very excited, and looked upon it as some sort of miracle.

Most readers are familiar with the "Hundredth Monkey Phenomenon," first described by Lyall Watson in his 1979 book *Lifetide* and (very loosely) retold above. Watson used the Hundredth

continued on p. 4

Richard Bandler Writes - Full Schedule Ahead

Richard Bandler, co-founder of NLP, arrested in November in connection with the murder of a neighbor, was released on bail in December. A court hearing to determine whether there is sufficient evidence for a trial, originally scheduled for February, has been postponed until April 13.

The Bandler Defense Fund, established to help raise money for legal expenses, recently published a letter from Richard. He wrote:

"First, for those of you who don't know yet: I'm not guilty.

"Second, during the years I have taught, developed and practiced NLP, I have asked very little of anyone - except their very best. As I've meandered these past 15 years of clients and seminars, I've never been willing to believe that our lives could not be more - more ecstasy - more competency - more skill - more compassion - more kindness.

"The past month and a half of jailhouse food, cement and steel, stench and mental and sensory deprivation has taught me that I'm not cut out to be a monk. Only my undaunting sense of humor and your support has kept me from totally "Nutting UP!"

"I'm asking and begging all of you that read these words to help save an all but extinct species: The free spirit that created the Brandied Cherry Chocolate Mousse Cake and co-created NLP. . . ."

continued on p. 3

OATMEAL INTO ART:
II: The Structure of Boundaries

Susan James and Anne Linden

Part I of this article, "The Perception of Structure," appeared in the previous issue of The VAK.

In our first article, we postulated an NLP structure of boundaries to establish a foundation and frame for neurolinguistic psychotherapy. Introducing the notion of a developmental sequence of boundary formation, we indicated that developmentally, internal/external boundary distinctions precede self/other and context distinctions, and that the early developmental process has a significant impact on the evolution and integration of more refined intrapersonal distinctions. We believe that information about the level at which boundary disturbance occurs in a client is a crucial factor in determining the length and type of therapy that will be required.

Boundary disturbances (the lack of boundaries and/or the presence of walls) come from a disruption in the normal process of separating from parental figures and developing a sense of wholeness as a separate person. Clients who have difficulties stemming from internal/external boundary loss and, to a lesser extent, self/other boundary loss, are likely to need restructuring and reprogramming: the learning of new patterns and

continued on p. 6

NETWORK

NLP Research Foundation Established

A new foundation has been organized to promote and fund NLP research and community-based projects. The Oregon Center for Neuro-Linguistic Programming Foundation, under the direction of Susan Marcus and Robert Rodgers Kalkman, began operations earlier this year with support from 25 NLP Centers.

An Advisory Board, consisting of John Grinder, Judith DeLozier, Diane E. Frey, Robert Trotter, and Richard B. Clarke, has been formed to evaluate proposals according to merit, design, ability to execute design, and potential contribution. For more information, contact the foundation at 311 Southwest B Avenue, Suite C, Lake Oswego, OR 97034 (503-636-8339).

Colorado Update

NLP of Colorado has announced that participants in its Practitioner Certification Trainings can receive five units of graduate credit through Weber State College in Utah. The credit will be offered for Summer Residential Training and for six-month extended trainings in Colorado, Utah, Arizona, and Texas.

Connirae and Steve Andreas also propose a new networking service. They have a current mailing list of more than 2000 Practitioner/ Programmer-trained people in the U.S. and would like to merge that list with lists of Practitioner/Programmer-trained people from other NLP Centers. NLP of Colorado would then undertake to update the comprehensive list, eliminate duplication, and sort by location - developing a current list that would be available to participating NLP Centers at minimal cost.

If you are interested in such a service, contact NLP of Colorado, 303-442-1102.

CPD on the Move

The Center for Professional Development in Raleigh, North Carolina, has moved to larger offices at 324 S. Harrington Street, Suite 103.

Charlotte Bretto said that the expansion resulted from an increased demand for business training programs initiated last year in management, sales, strategic thinking, and leadership. The Center's new phone number is 919-834-1771.

The Definitive Definition

Peggy Arndt

Empty Chair Technique: Gestalt therapy technique in which the patient talks to an empty chair and listens to the answer, sometimes switching chairs so as to hear from various chairs in the room. This technique is a great boon to busy therapists, who can allow their chairs to run some sessions for them - after proper training, of course.

GSR: Galvanic skin response - one of several responses the human body makes to stress. Psychologists can use a machine that registers this response to tell when a patient is nervous - in case they fail to notice the pallor, profuse sweating, shaking, stammering, and fainting.

Gestalt Group: Therapy group comprised entirely of different parts of the same person. Unlike other groups, this group is very orderly, since each part needs the person in order to speak, and thus must wait its turn.

Hallucinate: Ability to see things that do not exist. People who claim this ability are often admired and looked up to, hailed as leaders, and elected to office or urged to form a congregation. They often become famous, their opinions sought by many. On the other hand, they are sometimes locked in the back ward and left there.

Hypnosis: Delicate art of boring patients so that they begin to fall asleep and then becoming just interesting enough so that they stay awake.

Peggy Arndt is a marriage and family counselor in Los Angeles. These definitions are from a forthcoming book.

The VAK International NLP Newsletter is published quarterly by Visual, Auditory, and Kino, Inc., a nonprofit corporation, 1433 Webster Street, Palo Alto, California 94301.

Subscription Rates:
U.S. and Canada -1 year, $30;
2 years, $40.
Overseas rates - 1 year, $35;
2 years, $48.
Subscriptions Editor: Jill Atwood

The VAK encourages its readers to send manuscripts, schedule information, reviews and comments to the editor. Deadline for manuscripts and advertisements for the next issue is **May 1**. Advertising rates are available on request.

Telephone: 800-228-4069; in California, 415-326-5613.

Please address correspondence to

Editor, *The VAK*
1433 Webster Street
Palo Alto, CA 94301

© Copyright 1987 *The VAK*

Bandler

continued from p. 1

The Defense Fund has also established a hotline to provide updates of Richard's activities between newsletter editions. The number to dial for a recorded message is 408-684-0276.

Richard has planned a busy schedule for the months ahead. Among the upcoming presentations: "Three Days with Richard," March 20-22, San Francisco; "8-Day Submodalities Certification," April and May, San Francisco; "Using Your Brain for a Change," April 25-26, San Diego; "Close Encounters," May 9-10, Seattle; "9-Day Hypnosis Certification," May and June, San Francisco.

For information about the California presentations, call 408-684-1563. Details on the Seattle seminar are given in the ad on page 6.

To write to Richard or the Bandler Defense Fund, direct your letter to P.O. Box 1571, Aptos, CA 95003.

NANLP Annual Conference Set for New York, April 24-26

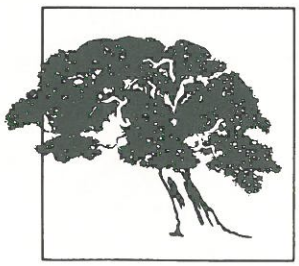
Featuring Marilyn Ferguson as the keynote speaker, the 4th Annual NANLP Conference gets underway in New York on Friday, April 24. A varied schedule offers participants an opportunity to learn from some of the foremost NLP trainers - in person and through video tapes, which will be shown continuously during the 3-day meeting.

Human Technology with Heart is the theme of this year's conference. Among the presenters: Anne Linden (Building Rapport) Carol Erickson (Client Assessment with Heart), Bernard Cleveland (Metaphors), Richard Clarke (Learning from Children), Kathryn Williams (Working with Families), Steve Andreas (Submodality Threshold Patterns), and Frank Stass, M.D. (Expanding Your Emotional Spectrum). Panels will also be offered on NLP applications to business and uses of NLP in therapy.

An open forum will be held on Friday to give members an opportunity to discuss NANLP policies and goals. In addition, members of the Board of Directors will be on hand Friday and Saturday evenings to talk directly with members and exchange ideas.

The get-acquainted party Friday night looks especially promising, since the schedule shows a mid-morning start for the following day.

The Penta Hotel, 7th Avenue and 33rd St., is where it's all happening. Registration fees are $125 (members) and $150 (nonmembers). To register, or for further information, contact Anne Linden, Program Chair, at 212-473-2852.



PHILADELPHIA TRAINING INSTITUTE
FOR
NEURO-LINGUISTIC PROGRAMMING
SUITE 700, 275 SOUTH 19TH ST., PHILA., PA 19103

HERBERT S. LUSTIG, M.D.
March 28-29, 1987

ERICKSONIAN PSYCHOTHERAPY
Learn graceful and effective indirect interventions from a friend and collaborator of the late Milton H. Erickson, M.D.

JUDITH DELOZIER
May 2-3, 1987

FRAMEWORK FOR MASTERY
Achieve the revolutionary personal transformation implicit in an integrated mastery of the NLP technology.

LOCATION: Philadelphia **COST:** $200.00

For further information call or write Pam McAbee or Cliff Nesbit,
PTI/NLP, Suite 700, 275 S. 19th St., Philadelphia PA 19103 (215) 546-3604 or (215) 345-7738

Hundredth Monkey Recount

continued from p.1

Monkey story to support his theory of group consciousness - that is, when a "critical mass," or critical number, of individuals hold the same belief, that belief spontaneously becomes true for all.

In the fall 1986 issue of *Whole Earth Review*, the facts and controversy surrounding the Hundredth Monkey are explored in a lively series of articles. The catalyst for the series, an article by Ron Amundson in *The Skeptical Inquirer*, is reprinted in the *Review*, along with Watson's acknowledgment of Amundson's research and analysis.

Amundson reviewed original sources, counted monkey potato-washers and non-potato-washers, and concluded:

"Facts are facts. There is no Hundredth Monkey Phenomenon."

In *Lifetide*, Watson had noted that accounts were a little unclear about the potato-washing event and, for that reason, he was "forced to improvise the details. . . ."

After describing Imo and the spread of an idea whose time had come, Watson stated that the "addition of the hundredth monkey apparently carried the number across some sort of threshold, pushing it through a kind of critical mass, because by that evening almost everyone was doing it." (I am assuming that Watson meant every monkey, and that the farmers had already worked out the grit problem.) The practice, Watson reported, "jumped natural barriers and . . . appeared spontaneously . . . in colonies on other islands. . . ."

While we can't be sure about the monkeys, the widespread acceptance of Watson's account is a phenomenon of its own. Watson's monkey found its way into the media, into seminars, into advertising. Reported in journals and periodicals (*Brain/Mind Bulletin; Science Digest*), the monkey became the subject of a film and a theme in Ken Keyes' book on nuclear disarmament, *The Hundredth Monkey* (which has sold more than a million copies). And some people saw a connection between Watson's theory and Rupert Sheldrake's concept of morphogenetic fields, described in *A New Science of Life.*

In the *Review*, Watson comments on Amundson's article:

"I accept Amundson's analysis of the origin and evolution of the Hundredth Monkey without reservation. It is a metaphor of my own making, based - as he rightly suggests - on very slim evidence and a great deal of hearsay. I have never pretended otherwise. I take issue, however, with his conclusion that, therefore, the Hundredth Monkey Phenomenon cannot exist."

Watson goes on to say that he is convinced that something like the Hundredth Monkey Phenomenon exists in nature, and he makes a plea for a broader definition of reality where minds are involved.

The *Review* has done an excellent job of presenting the controversy from different points of view. Food for thought. . . .

Annual Review *subscriptions ($18) and single copies ($4.50) are available from* Whole Earth Review, *27 Gate Five Road, Sausalito, CA 94965.*

The Skeptical Inquirer, *the journal of the Committee for the Scientific Investigation of Claims of the Paranormal, is published quarterly. For more information, write to Box 229, Buffalo, New York 14215.*

SCC NLP

929 Barhugh Pl.
San Pedro, CA.
90731

(213)
833-4234

CALL
NOW
FOR
INFORMATION

LOS ANGELES
TRAINING PROGRAMS

MAY	HYPNOTIC PATTERNS FOR BUSINESS AND PROFESSIONAL USE WITH CHARLOTTE BRETTO
JUNE—JULY	INTRODUCTION TO NLP-ONE/TWO DAY SEMINARS WITH PHILIP & NORMA BARRETTA
AUGUST	SUBMODALITIES WITH NLP OF COLORADO (COURSE RUNS THROUGH OCTOBER IN FOUR 3-DAY SEGMENTS)
SEPTEMBER	INNOVATIONS IN CLINICAL HYPNOSIS WITH PHILIP & NORMA BARRETTA (COURSE RUNS THROUGH DECEMBER, 9-DAYS)
ONGOING	STUDY GROUP/UNIVERSITY GRADUATE PROGRAMS/LICENSED PSYCHOTHERAPY CENTER

The Emotional Hostage

Leslie Cameron-Bandler
and Michael Lebeau

Copyright © 1986, FuturePace, Inc.
The following excerpt is reprinted with permission of the Publisher.

You will be on your way to emotional choice when

You begin to appreciate that there is a wider range of emotions for you to experience

and

You begin to understand what each of your emotions is communicating to you

. . . .

Your emotions are like a caring friend who is letting you know about a situation that you really need to respond to. Also, like a caring friend, your emotions may be letting you know about something that is unpleasant; they may even be giving you information in a way that's painful to hear. Nevertheless, it would be foolish to ignore what your emotional friend is trying to tell you.

No matter how unpleasant an emotion seems to be, it is actually worth having as a *signal.* What that signal is about - what that emotion is trying to tell you - we call the "functional attribute" of the emotion. Even the most unpleasant emotions have functional attributes that can be useful if you respond to them as important messages about your needs. The first step in utilizing your emotions is to recognize what they are signaling you about. The second step is to respond properly to that message. Let's look at some examples.

The functional attribute of *regret* is that it points out *what you could have or should have done differently in some past situation.* You might regret not having studied for an exam that you flunked, or that you said unkind things to your mother when you were a teenager, or that you declined an invitation and later found out that you missed out on a fabulous time and certain romantic opportunities. Whatever your personal regrets, and however painful they may be, it is important to realize that that feeling is letting you know you made a mistake. Only through recognizing your mistakes can you avoid repeating them in the future.

The functional attribute of *guilt* is that it signals that *you have violated a personal standard and that you need to make sure not to do it again in the future.* For instance, you may feel guilty that you lied to a friend; or you forgot a promise you made to your child; or you didn't take a stand, but stood by while something you considered unjust took place. No one likes to feel guilty, but when you do, it is feedback to you that you have violated, or are thinking of violating, an important personal standard of yours. If you did not have that kind of feedback, there would be little to keep your behavior in line with your standards.

The functional attribute of *anxiety* is that it lets you know that *there is something in your future for which you need to prepare better.* You might feel anxious about making a large financial commitment at a time when your job security is uncertain; or about going to a party where you won't know anyone; or when you have to go in for an IRS audit. The feeling of anxiety makes you aware of the need to either prepare for these situations or to avoid them altogether. Occasional feelings of anxiety keep you from recreating on a daily basis your own personal version of the Battle of the Little Big Horn.

Feeling *overwhelmed* is usually the result of attempting to achieve outcomes that are too imposing or too numerous to be accomplished in the time you have available. The functional attribute of feeling overwhelmed is that it is a signal to you that *you need to reevaluate and set priorities on the tasks you have set for yourself.* So, you have to plan and shop for a party, pick the

continued on p. 8

NLP INSTITUTE OF HOUSTON

4801 Woodway, Suite 460E / Houston, Texas 77056
(713) 622-6574

...a comprehensive resource center for NLP information, therapy and training.

1987 Programmer Certification Training

August 27 - 31
September 24 - 27
October 22 - 26
November 19 - 22
December 10 - 13

•Fully stocked NLP Bookstore.

•Located near the Galleria in Houston.

Pete Cogbill and Marilyn Manning, partners in the Institute, will conduct the training.

Master Programmer Certification Training will begin in January, 1988. Metha Singleton will be lead trainer.

a
RICHARD BANDLER
weekend

CLOSE ENCOUNTERS

Patterns of Intimacy
Patterns of Ecstasy

"Intimacy requires a dissatisfaction
with the way things are
and a passion to make this a better life,
more pleasurable, more productive . . .
more ecstatic."

—R. Bandler

SEATTLE, WASHINGTON
MAY 9 & 10

For reservations and further information,
please call Will MacDonald,
NLP Northwest
(206) 448-2121

OATMEAL II

continued from p. 1

internal processes within the large frame of the relationship with the therapist. This relationship becomes the vehicle with which the therapist helps the client build and access new resources and behaviors, using NLP skills and techniques to install alternative patterns of thinking, feeling, and behaving.

In this article, we will present a brief case history and excerpts from an interview with a client who demonstrates primarily internal/external boundary loss, as well as some self/other boundary problems. The sole purpose of the interview was to gather NLP boundary information.

The client (Pat) is a 28-year-old woman, divorced with no children, and employed as a teacher. Pat sought therapy because of depression and general dissatisfaction with her life. She has been hospitalized twice with similar problems along with suicide attempts.

Pat is the youngest of four siblings, with a gap of nearly 15 years between her and her older sister, so that functionally she was an only child. She reported that her mother considered her pregnancy a terrible accident - a disruption and inconvenience in her life. The mother overtly blamed Pat for ruining her life by being conceived (abortion was out of the question for religious reasons - otherwise, her mother informed Pat, she wouldn't exist at all). Such messages had been given to Pat all her life. Mother was also prone to explosive outbursts of violent rage, for which Pat was held responsible, regardless of cause.

Father was described as emotionally absent, very passive, using "retreat into reading the paper" as a way of coping with family stress and conflict. All siblings were out of the house shortly after Pat's birth, and since father was functionally absent, Pat was left alone to cope with a mother who didn't want her and who blamed Pat for all her problems. (This implies that the mother herself had significant boundary problems.) Pat had consistently rebelled against the family rules by going to college, divorcing and remaining single, not having children and rejecting the family religion.

continued on p. 7

OATMEAL II

continued from p. 6

Presently Pat feels victimized by and alienated from her coworkers; although she feels bored and apathetic in her job, she is too insecure about her skills to seek employment elsewhere. She believes she is worthless and hopeless. She has episodes of drinking, binge eating, uncontrollable crying, insomnia, impaired concentration and attention, and severe lethargy. She is unable to talk about her feelings, avoids and is terrified of her own and others' anger and dependency. All her relationships are either-or extremes: dissociated with a lack of feeling (an example of a wall), or totally emotional, matching and completely identifying with the other person with no sense of a separate self (an example of a lack of boundaries).

Pat's outcomes for therapy: These include feeling better about herself as a person; that is, she wants to ask for what she wants and to verbally express feelings. She wants to have a relationship in which she maintains a sense of herself as separate and independent *and* at the same time emotionally involved and intimate with another through time.

Pat's most significant patterns: matches kinesthetically; primary representational system of meta-kinesthetic (emotions) with little control or development of internal auditory or visual systems; primary sorts of people and activity; consistent deletion of the index computation of her own external behavior; moving away from, passive, in time; a very strong external frame of reference along with a switch referential index (becoming another with total loss of self); and tending to have polarity responses to her own thoughts, internal dialogue and positive feelings.

Important criteria include moving toward safety, security, and familiarity; moving away from rejection, humiliation, loss of control, and vulnerability to attack.

Important beliefs: Her inner state is the direct and immediate cause of all the bad things around her *and* she can have no control over her inner state. She is totally responsible for the happiness and well-being of those around her, *but* she can have no impact on the world or on those around her. Her negative feelings (anger, sadness, fear) and her need states are an autonomous malignant force that actively damages others. She is inherently ugly and stupid. She is inherently incapable of relating to others and of having an intimate relationship.

continued on p. 9

DYNAMIC LEARNING CENTER

For Neuro-Linguistic Programming

PRESENTS

1987 Summer Residential

MASTER PRACTITIONER CERTIFICATION TRAINING

August 13-29, Santa Cruz, California

This Summer we offer an unprecedented opportunity to get the most up to date, entertaining and highest quality advanced training exclusively from the internationally renowned NLP trainers:

ROBERT DILTS **and** TODD EPSTEIN

Dilts and Epstein's contributions to the field of NLP include major participation in the development of almost every advanced NLP technique including:

Strategies, Sub-modalities, Swish Patterns, Chaining, Belief Systems, Hierarchy of Criteria and Sleight of Mouth

Join them this Summer in the birthplace of NLP for one of the most unique and exciting trainings you are likely to experience. **COST**: $1,450 **DEPOSIT**: $200

***DYNAMIC LEARNING CENTER*, Box 1112, Ben Lomond, CA 95005 (408) 336-3457**

The Emotional Hostage

continued from p. 5

children up at school and take them to the doctor, clean the house, get the tires balanced, and cook dinner - all before the PTA meeting at 7 o'clock this evening. That feeling of being overwhelmed is a notice to step back from your tower of tasks and make some decisions about which tasks are necessary and which are not, and the order in which they should be tackled.

When your well-being is endangered by the appearance of a rival for the attentions and affections of someone close to you, the most usual response is to feel jealous. The functional attribute of *jealousy* is that it points out to you that *you believe that your emotional well-being is in jeopardy and you need to do something.* You may feel jealous when you notice your mate tucked into a corner of the room at a party with an attractive member of the opposite sex, engrossed in conversation and seemingly oblivious to your presence. Or perhaps your mate has been working late, night after night, with an attractive colleague. Such situations could threaten the well-being of your relationship and therefore your personal well-being. The feeling of jealousy alerts you to the possibility of these threats. If you did not feel jealous, then you might allow a threatening situation to evolve to a point where your relationship was irreparably damaged.

When someone threatens your well-being, either intentionally or unintentionally, you probably respond by feeling angry. The functional attribute of *anger* is that it lets you know that *you need to do something to stop the abuse of your well-being, or to prevent it in the future.* Perhaps you discovered that you were cheated in the financing of your car; or that your supervisor misrepresented you to another supervisor; or that a friend has lied to you. The anger that you may feel at such times is a notice to you that someone has done something that has harmed you. If that notice were not posted, you would not do anything to ensure that similar harm did not come to you in the future. Nor would those who have harmed you be likely to become aware of the pain they have inflicted and so have an opportunity to make amends - both to you and to themselves.

The functional attribute is the very heart of emotion utilization because, once it is specified for a particular emotion, it immediately transforms that emotion into a feeling worth having and using. It is worthwhile to know when you have made a mistake, violated your own standards, or are still striving toward an outcome, *provided* becoming aware of those things becomes the impetus for responding to them appropriately.

Too often, however, emotions are *felt and expressed but not responded to.* There is little point in regretting something you have done unless that feeling of regret helps you change your future behavior. There is little point in feeling guilty unless your feeling of guilt leads to a renewal of will and intention to fulfill your standards in the future. There is little point in feeling frustrated unless that feeling of frustration propels you toward creative efforts to attain your desired outcome. The functional attribute of an unpleasant emotion *specifies what you need to do to respond appropriately to that emotion.* . . . True emotional choice means possessing and using . . . four abilities. . . .

Placement The ability to respond to life's situations with emotions that are appropriate and useful

Expression The ability to choose how to express emotions

Employment The ability to utilize unpleasant emotions to generate useful behaviors and pleasant emotions

Prevention The ability to prevent yourself from experiencing certain overwhelming and immobilizing emotions

---

The Emotional Hostage *is available from FuturePace, Inc., P.O. Box 1173, San Rafael, CA 94915. $11.95 plus $1.50 postage and handling.*

An Entrancing Encounter with Paul Carter

The Parts Model:
Ericksonian Hypnosis and Psychotherapy
May 1-5, 1987; Boulder, Colorado

One of your best opportunities to see, hear and feel what it is like to excel in trance-formation, to develop your hypnotic abilities, to experience a master of the Ericksonian approach and to integrate all this into your practice.

(303) 499-8813

Price: $400 (or $350 if enrolled by April 1) full price or pay
Deposit: $50 *NOW* (Check, Mastercard, Visa, American Express, Choice or Discover Accepted).
Sponsored By: Al Wadleigh and Genesis II 1365 Brown Circle Boulder, Colorado 80303

OATMEAL II

Dialogue	Patterns	Possible Assumptions
EXCERPT 1		
T: Describe how you know you're separate from your family.	mind reading matching kinesthetically (meta-emotions) external frame of reference	"I have to feel my family's feelings in order to be accepted."
C: When others in my family feel angry and depressed, I feel angry and depressed.		
T: How do you separate when you know the feelings are theirs, and when you think they're yours?	criteria: acceptance sameness	
C: I know they're mine when they feel familiar, but lots of times the feelings feel familiar - they have to feel familiar for me to feel safe - if they don't I've go to get away, get out.	away from lost performative mind reading cause-effect either-or; inability to shift referential index: familiar=mine unfamiliar=danger	"I am my feelings."
Boundary Commentary: Collapse of self/other boundaries so that there can be no sense of herself as separate - must always be fused with someone else.		
EXCERPT 2		
T: What is the difference between a time when you knew you did something at work and when you were accused inaccurately of doing or not doing something?		
C: When I know I've done something good, I feel good . . . being misrepresented by someone makes me retreat into myself where it's safer, like when the boss is in a bad mood. When it's safer outside I get defensive. I can ask myself, "Will it get me anything to stand up for myself."	kinesthetic away from passive external frame of reference matches others' feelings mind reading deletion of self EB criteria: safety	"Only one of us can be right at a time - one of us is right at the expense of the other being wrong." I make others OK by being bad. ↓ I survive by making others OK. ↓ I survive by being bad.
Boundary Commentary: When one or more index computations are systematically deleted, distortions occur. Here, when she has no experience of her own external behavior (EB), others' evaluations and perceptions take on concrete reality (that is, others' IP = her own EB. This is an internal/external and self/other boundary collapse). When she is aware of her own EB, she feels good. Her dichotomous thinking (either-or) is sustained by the conflicting beliefs "I survive by being bad," "I have to be perfect to be acceptable," and "I can't survive without being accepted." Her history reveals that she "becomes" others' badness in order to make them good (good = accepting of her). She connects to others by taking on their "badness."		
EXCERPT 3		
T: How do you know the difference between when you don't do something well and when you're accused of doing something you didn't do at all?		

continued from p. 7

The six excerpts given here are structured in three columns. The column of dialogue to the left contains verbatim exchanges between client and authors; T identifies the therapists (the authors) and C, the client. The middle column gives patterns contained in the client's statements. The column to the right contains beliefs underlying the client's statements. (We identified these beliefs by asking ourselves, "What does this person have to assume is true about herself and the world in order to make this statement?" This information has been verified by both the client and her therapist.) After several exchanges we offer commentary about the boundary issues sustaining this client's problems.

These examples highlight some of the consistent, more ubiquitous patterns that mark out boundary disturbances, primarily on the internal/external and self/other levels. These indicators are ongoing patterns; sufficient frequency and repetition of these patterns are needed to suggest a boundary problem - just because a pattern occurs a couple of times in one session doesn't *necessarily* mean that there is a boundary problem or that a particular level of boundary disturbance exists.

The following patterns are clues that can indicate a problem with one or more of the larger patterns necessary for the creation and maintenance of boundaries: the ability to mismatch, be meta to oneself, have an internal frame of reference, change referential index, and be through time. (These were presented in more detail in our first article.)

1. *Mind reading (meta-model violation).* This is a loss of self/other distinction. This differs from intuition in that the process of intuition includes awareness of a separate self and of the process itself.

2. *Lost performative (meta-model violation).* This is suggestive of a loss of internal/external distinctions, which can lead to the creation of walls. Here, walls can be described as an external frame of reference that has been "swallowed whole." This can give

continued on p. 16

NEW YORK TRAINING INSTITUTE for NEURO-LINGUISTIC PROGRAMMING

COMPELLING ASSUMPTIONS

Learn to identify and have choice about your hidden and most powerful beliefs.
with
Anné Linden
MAY 1, 2, 3

HYPNOSIS CERTIFICATION PROGRAM

A summer residential in Cape Cod, Massachusetts in Ericksonian hypnotic techniques as an application of NLP.
with
Paul Carter
Anné Linden
Steven Goldstone
July 17–26

IMPROVS FOR NLPERS

with
Mark Shaw
MARCH–MAY

STRATEGIES OF NEGOTIATION FOR PARTNERS, FAMILIES AND OTHER PEOPLE

with
David Fitelson
JUNE 5, 6, 7

WOMEN OF POWER

A workshop for women only to explore and develop their individual potential for power.
with
Anné Linden
MAY 29, 30, 31

BUSINESS CERTIFICATION TRAINING

Learn NLP techniques appropriate for the business community and receive certification as an NLP Business Practitioner.
with
Mark Shaw
MAY 8, 9, 10; 22, 23, 24
JUNE 26, 27, 28

BUILDING BRIDGES BETWEEN LEFT & RIGHT BRAIN

with
Steven Goldstone
JUNE 12, 13, 14

DISCOVERING YOUR SELF

with
Steven Leeds
JUNE 19, 20, 21

Call or write for details of these and other programs



THERAPY TRAINING

Anné Linden, Director

155 Prince St • NY NY • 10012 (212) 473-2852

SCHEDULE OF NLP-RELATED ACTIVITIES

March

18	Therapist Training	New York	NYT *
18-20	Communication Excellence	West Virginia	GLA
19-20	Advanced Negotiation Skills	Palo Alto	GLA
19-23	Master Progammer III	San Francisco	CAS
20-21	Transformations I	Newport Beach	BU
20-22	3-Day OTCC	Tucson	OTC
20-22	Practitioner Training	Montreal	MIC
20-23	Master Practitioner Training	Montreal	MCI
20-22	Intro to NLP	New York	NYT
20-22	Master Practitioner VIII	Hartford	NEI
21	Influencing Skills	Minneapolis	GLA
22-23	Transformations II	Newport Beach	BU
23	Influencing Skills	Toronto	GLA
23-25	Foundations of Success	Raleigh	CPD
25-29	Special Tools for Creating Change	Raleigh	CPD
25-29	Hypnosis Training	Brussels	NYT
26-27	Excellence in Business Comm	Philadelphia	TSI
27	Practitioner Training	Spokane	OCN
27-28	Overcoming Cold Call Reluctance	Denver	CO
28	Influencing Skills	Palo Alto	GLA
28-29	How Much Pleasure Can You Stand?	Montreal	MIC
28-29	NLP and Education	New York	NYT
28-29	Paul Watzlawick	New York	NYT
28-29	Practitioner Cert VIII	Hartford	NEI
28-29	OTCC Model	Phoenix	OTC
28-29	Ericksonian Psychotherapy/H. Lustig,M.D.	Philadelphia	GDA
28-29	Ericksonian Hypnosis/B. O'Hanlon	Winston-Salem	SPC
30	Ericksonian Hypnosis for Psychosomatic Prob	Winston-Salem	SPC

April

1	Therapist Training	New York	NYT
2	Improvs for NLPers	New York	NYT
3-5	Intro to Hypnosis	New York	NYT
3-5	Practitioner Cert Training	New Paltz	NYT
3-5	Framework for Excellence	Alexandria	CPD
3-5	NLP: An Intro	Montreal	MIC
3-5	Practitioner Cert IX	Hartford	NEI
3-5	Practitioner Training	Quebec	MIC
3-7	Hypnosis Cert Training	Philadelphia	TSI
3-12	NLP & Ericksonian Hypnosis	Watsonville, CA	GDA
4-5	OTCC Model	Houston	OTC
4-5	Adv Metaphor Workshop (Prac Only)	Boulder	CO
7-9	Negotiation Excellence	New York	GLA
8	Influencing Skills	Palo Alto	GLA
9	Improvs for NLPers	New York	NYT
9	Master Prac Cert Training	New York	NYT
9-12	Master Cert VII	Chicago	MWI
10-12	Diploma Training VII	London	UKT
10-12	NLP Cert VI	Chicago	UKT
10-12	Practitioner Training	Montreal	MIC
10-12	3-Day OTCC	Dallas	OTC
10-12	Practitioner/Master Prac Cert Training	New York	NYT
10-12	Practitioner Cert Training	Long Island	NYT
10-13	Master Practitioner Training	Montreal	MIC
10-13	Master Practitioner IX	Hartford	NEI
11-12	Todd Epstein: Pragmagraphics & Submodalities	Princeton	ENI
11-12	NLP - Hands On	Philadelphia	TSI
11-12	Personal Development Seminar VIII	New York	IPP
13	Influencing Skills	Toronto	GLA
15	Hypnosis Night	New York	NYT
15	Info Session - Management	Raleigh	CPD

* *Sources are listed in the next column.*

NLP Sources

BAL
BALI Screening Co., Inc.
3131 Whitehall Drive
Dallas, Texas 75229
214-350-6801

BU
Boundaries Unlimited
P. O. Box 904
Evanston, Illinois 60204
312-262-2794

CAS
NLP Center for Advanced Studies
511 Sir Francis Drake Blvd. #C-213
Greenbrae, California 94904
415-461-5555

CO
NLP of Colorado
1221 Left Hand Canyon Dr. JSR
Boulder, Colorado 80302
303-442-1102

CPD
Center for Professional Development
324 S. Harrington St., Suite 103
Raleigh, North Carolina 27603
919-834-1771

DLC
Dynamic Learning Center for NLP
Box 1112
Ben Lomond, California 96005
408-336-3457

EGE
Esther G. Enterline, Ph.D.
144 West 95th Street
New York, New York 10025
212-865-9648

ENI
Eastern NLP Institute
P. O. Box 697
Newtown, Pennsylvania 18940
215-860-0911

EUI
Excellence Unlimited Inc.
Route 3, Box 265
Stillwater, Oklahoma 74074
405-372-6550

FPI
Future Pace, Inc.
P. O. Box 1173
San Rafael, California 94915
415-485-1200

FW
Freedom Workshop
Box 5881
Berkeley, California 94705
415-428-1184

GBC
Georgian Bay NLP Centre
Box 1210
Meaford, Ontario N0H 1Y0
Canada
519-538-2821

GDA
Grinder DeLozier & Assoc.
110 Kenny Court
Santa Cruz, California 95065
408-475-8540

Managing Meetings with PEGASUS

The widely acclaimed business meeting format named **PEGASUS** is now a 19 minute training film. This is a great introduction to the NLP business skills of outcome setting and obtaining high quality outcomes from excellent communication in a meeting.

Filmed in live meetings by the same professionals as the $20,000 video "Influencing Skills," ***Managing Meetings with PEGASUS*** is only $495.00. ***Managing Meetings*** needs no special training to use; the video is self explanatory. Workbooks are available at $10.00 if desired.

In less than 20 minutes your staff can learn how to reduce meeting time by 30% and how to gain higher quality agreements and group decisions.

- Pre Meeting Checklist
- Who should attend?
- How to keep the meeting on track
- How to recognize hidden agendas
- How to train your staff in relevancy
- How to know when the meeting is over



Managing Meetings with PEGASUS (19:10 minutes), $495.00
Workbooks (optional), $10.00 each

Formats available: VHS, Beta, 3/4 inch

Cut along dotted line & return

VIDEO ORDER FORM

Managing Meetings with PEGASUS

Name _____ Title _____

Company _____

Address _____

City _____ State _____ Zip _____ Phone (_____) _____

Video Format required: ____ VHS ____ Beta ____ 3/4"

Number of *PEGASUS* workbooks needed: _____
(Orders over 300 have reduced rates. Please inquire about discounts)

☐ Check enclosed. Make checks payable to:
GRINDER LABORDE ASSOCIATES, 1433 WEBSTER STREET, PALO ALTO, CA 94301

☐ Purchase Order enclosed

☐ Please bill my credit card. Cardholder's name
_____ VISA _____ Mastercard _____ American Express

Card number _____

Signature _____

GRINDER LABORDE ASSOCIATES 1433 WEBSTER STREET , PALO ALTO, CA 94301 415-326-5613

SCHEDULE OF NLP-RELATED ACTIVITIES

15-23	Practitioner Cert Training	Belgium	NYT
16	Improvs for NLPers	New York	NYT
17	Self-Hypnosis Day	New York	NYT
18	Therapist Training	New York	NYT
20-24	Utilization of Formal Hypnosis (by invitation)	San Juan Is.	OTC
22-24	Communication Excellence	New York	GLA
22-26	Master Programmer IV	San Francisco	CAS
24-26	Fourth Annual NANLP Conf	New York	NANLP
25-26	OTCC Model	Tucson	OTC
27-5/5	Advanced Training	New York	GLA
28-30	Outcome Managing	Raleigh	CPD
28-30	Unified Field Theory of NLP (Adv)	Montreal	MIC
28-5/4	Master Practitioner Training	Montreal	MIC
30	Improvs for NLPers	New York	NYT
30-5/3	Master Cert VIII	Chicago	MWI
30-5/3	NLP Cert VII	Chicago	MWI

May

1	Influencing Skills	Toronto	GLA
1	Practitioner Training	Anchorage	OCN
1-3	Framework for Excellence III	Alexandria	CPD
1-3	Framework for Excellence (Testing)	Raleigh	CPD
1-3	Compelling Assumptions	New York	NYT
1-4	Practitioner Training	Montreal	MIC
2-3	DeLozier: Framework for Mastery	Philadelphia	GDA
2-3	2-Day Intro to NLP	Boulder	CO
2-3	OTCC Model	Phoenix	OTC
2-3	OTCC Model	St. Louis	OTC
4-8	Negotiation Excellence	Toronto	GLA
5-10	Pragmagraphics & Beliefs	Stockholm	DLC
6	Therapist Training	New York	NYT
7	Improvs for NLPers	New York	NYT
7-10	Diploma Training VIII	London	UKT
8-10	Practitioner Training	New Paltz	NYT
8-10	Business Training	New York	NYT
8-11	Adv Training V	London	UKT
8-11	Adv Negotiation (Prac Only)	Denver	CO
8-12	Hypnosis Cert Training	Philadelphia	TSI
9	Metaphors We Live	Philadelphia	TSI
9	NLP: An Introduction	Amherst	NEI
9-10	Richard Bandler: Close Encounters	Seattle	NNW
9-10	OTCC Model	Houston	OTC
10	Strategies for Winning Interviews	Philadelphia	TSI
11-15	Dave Dobson: OTCC Workshop I	San Juan Is.	OTC
12-14	Communication Excellence	New York	GLA
13	Hypnosis Night	New York	NYT
13	Master Prac Cert Training	New York	NYT
14-17	Practitioner/Master Prac Cert Trainng	New York	NYT
15	NLP & Business: Intro	Boston	NEI
15-17	Sales Excellence	Palo Alto	GLA
15-16	Master Cert IX	Chicago	MWI
15-17	3-Day OTCC	Dallas	OTC
15-18	Awakening the Masks of Change	Montreal	MIC
15-19	Grinder, DeLozier: Prereq to Personal Genius	Denver	CO
16	Spellbinding	New York	GLA
16-17	Ericksonian Hypnotherapy & NLP	Chicago	BU
16-17	Intro to NLP	Philadelphia	TSI
16-17	Personal Development Seminar	New York	IPP
18-22	Dave Dobson: OTCC Workshop II	San Juan Is.	OTC
20	Therapist Training	New York	NYT
21	Info Session - Sales	Raleigh	CPD

NLP Sources

GLA Grinder Laborde Assoc.
1433 Webster Street
Palo Alto, California 94301
800-228-4069/415-326-5613
One World Trade Center
Suite 7967
New York, New York 10048
212-321-2328

HOU NLP Institute of Houston
4801 Woodway, Suite 460E
Houston, Texas 77056
713-622-6574

IPP Institute for Personal and Professional Development
496 LaGuardia Place, Suite 425
New York, New York 10012
212-619-6189

MCN The Center of NLP
7840 S.W. 124th Street
Miami, Florida 33156
305 238-0858/238-1858

MGI Michael Grinder, Inc.
16303 N.E. 259th Street
Battle Ground, Washington 98604
206-687-3238

MIC Metaformation, Inc.
235 Dorchester Blvd. E, Suite 202
Montreal, Quebec H2X 1N8
Canada
514-397-9402 / 486-1282

MIN Massachusetts Inst of NLP
16 Vinebrook Road
Lexington, Mass. 02173
617-244-7433

MMP Metamorphous Press
P. O. Box 1712
Lake Oswego, Oregon 97034
503-635-6709

MWI Midwest Institute of NLP
1513 Miami Street
South Bend, Indiana 46613
219-232-1405

NEI New England Institute for NLP
RFD 3, Pratt Corner Road
Amherst, Mass. 01002-9805
413-259-1248

NNW NLP Northwest
300 Vine Street
Seattle, Washington 98121
206-448-2121

NRC National Resource Center
300 Orchard Street
Golden, Colorado 80401
303-279-3303



SPRING PROGRAMS

NLP AND ERICKSONIAN HYPNOSIS

John Grinder and Judith DeLozier

WATSONVILLE, CALIFORNIA

APRIL 3-12, 1987

With guest presenters:
Robert Dilts
Herbert Lustig

PREREQUISITE TO PERSONAL GENIUS

With Judith DeLozier and John Grinder

DENVER, COLORADO MAY 15-18, 1987

24 DAY SUMMER RESIDENTIAL

PRACTITIONER AND MASTER PRACTITIONER NLP CERTIFICATION TRAINING PROGRAM

Santa Cruz, CA

*** All programs are designed and supervised by Dr. John Grinder**

For further information, contact:

Grinder, DeLozier & Associates
110 Kenny Court
Santa Cruz, CA 95065
(408) 475-8540

SCHEDULE OF NLP-RELATED ACTIVITIES

21	Open House	New York	NYT
22-24	Practitioner Training	Montreal	MIC
22-24	Business Cert Training	New York	NYT
22-24	Practitioner Cert Training	Long Island	NYT
22-25	Master Practitioner Training	Montreal	MIC
23-25	Personal Development Seminar	New York	IPP
23-24	Robert Dilts	Hartford	NEI
27	Influencing Skills	Palo Alto	GLA
29	NLP Sampler	Philadelphia	TSI
29	27-Day Prac Cert Training Begins	Dallas/Phoenix	CO
29-31	Practitioner Training	Quebec	MIC
29-31	Ericksonian Hypnotherapy	Hartford	NEI
29-31	Women of Power	New York	NYT
30-31	Ericksonian Hypnotherapy & NLP	Chicago	BU

June

3	Therapist Training	New York	NYT
3-7/3	27-Day Prac Cert Training	Grand Lake, CO	CO
4	Business Training	New York	NYT
5-7	Strategies of Negotiation	New York	NYT
5-7	Framework for Excellence IV	Alexandria	CPD
5-7	Ericksonian Hypnotherapy	Hartford	NEI
8	Influencing Skills	Toronto	GLA
10	Hypnosis Night	New York	NYT
11	Business Training	New York	NYT
11	Info Session - Human Resource Dev	Raleigh	CPD
11-15	NLP & the Power of Positive Programming	Santa Cruz	DLC
12-14	Foundations of Success	Raleigh	CPD
12-14	Building Bridges/Left and Right Brain	New York	NYT
12-14	Ericksonian Hypnotherapy	Hartford	NEI
13-14	Practitioner Cert Training	Winston-Salem	NYT
13-14	Ericksonian Hypnotherapy & NLP I	Chicago	BU
15-16	Outcome Selling	Raleigh	CPD
18	Business Training	New York	NYT
18-22	Practitioner Training	Montreal	MIC
18-23	Master Practitioner Training	Montreal	MIC
19-21	Discovering Your Self	New York	NYT
24-26	Sales Excellence	New York	GLA
25	Business Training	New York	NYT
26-28	Business Cert Training	New York	NYT
26-28	3-Day OTCC	St. Louis	OTC
26-29	Practitioner Training	Quebec	MIC
27	Ericksonian Hypnotherapy	Hartford	NEI
27-28	Dream Decoding	Portland	OCN
27-28	Ericksonian Hypnotherapy & NLP II	Chicago	BU
28	NLP: Introduction	Hartford	NEI
28-7/16	Residential Practitioner/ Master Prac Training	Santa Cruz	GDA
29-7/2	NLP & Education	Santa Cruz	DLC

July

10-12	Framework for Excellence V	Alexandria	CPD
11-12	OTCC Model	Kansas City	OTC
11-12	Adv NLP for Educators	Hartford	NEI
11-26	16-Day Cert Training	Princeton	ENI
13-17	Framework for Excellence I	Raleigh	CPD
15-16	Intermediate Neuro-linguistics	Palo Alto	GLA
17-26	Hypnosis Cert Program	Cape Cod	NYT
18-19	OTCC Model	Little Rock	OTC
18-25	Advanced Training	Pajaro Dunes	GLA
27-29	Foundations of Success	Raleigh	CPD
27-31	Ericksonian Hypnosis & Adv Submodalities	Princeton	ENI

NPL Sources

NYT New York Training Inst for NLP
155 Prince Street
New York, New York 10012
212-473-2852

OCN Oregon Center for NLP, Inc.
311 SW B Avenue, Suite C
Lake Oswego, Oregon 97034
503-636-8339
99 West 10th Street, Suite 222
Eugene, Oregon 97401
503-343-7527

ODG Outcome Development Group
2040 Ash Street
Denver, Colorado 80207
303-355-4363

ONC NLP Centre
338 First Avenue
Ottawa, Ontario K1S 2G9
Canada
613-232-7782

OTC Other Than Conscious Communication
P. O. Box 697
Friday Harbor, Washington 98250
206-378-5393

PI Potomac Institute
11120 New Hampshire Ave, Suite 400
Silver Spring, Maryland 20904
301-681-8114

PTI Philadelphia Training Inst for NLP
275 South 19th Street, Suite 700
Philadelphia, Pennsylvania 19103
215-546-3604

RHA Rodas Haskell Associates
P. O. Box 271422
Houston, Texas 77277
713-668-1089

SCC Southern California Center for NLP
929 Barhugh Place
San Pedro, California 90731

SPC Spectrum
938 West Fifth Street
Winston-Salem, North Carolina 27101
919-761-0650

TSI NLP Training Systems, Inc.
1803 Chestnut Street
Philadelphia, Pennsylvania 19103
215-972-8700

UKT U. K. Training Centre for NLP
6 Ravenscroft Avenue
London NW11 ORY
ENGLAND
01-455 3743

SCHEDULE DEADLINE FOR NEXT ISSUE: MAY 1, 1987

OATMEAL II

Dialogue	Patterns	Possible Assumptions
C: When I do something I feel guilty, guilty for not doing enough - I know in my head that I've done my share, but there's no connection to feelings.	mismatches dissociated	"Nothing I do will ever be good enough." "Nothing I do can bring pleasure or satisfaction."
T: How do you know when enough is enough?		
C: Enough is, "Fuck this, I'm not doing any more," and that comes from a feeling of emptiness, nothingness, being drained.	moves away	

Boundary Commentary: This suggests a self/other boundary loss, that is, not knowing where she and her actions start and stop; also, an internal/external boundary loss, that is, she is not able to internally generate a "game plan" for her behavior nor can she respond to violations of her own criteria except for survival-level criteria (*very* high threshold).

EXCERPT 4

T: Is your comfort level connected to others' acceptance of you and them giving you permission to do - to be?		
C: Yes.	external frame of reference criteria: acceptance	
T: What are you afraid of [referring to earlier comment of C]?		
C: My fear of someone hurting me, rejecting me. When I'm hurt, I'm afraid I've done something wrong and they'll never love me or accept me.	away from cause-effect switch referential index	"My pain is my fault." "I deserve to be punished." "If I feel bad, I'll be abandoned."

Boundary Commentary: This suggests a total collapse of both internal/external and self/other boundaries. There is no clear distinction between "doing to" and "being done to" - they are subjectively the same.

EXCERPT 5

T: Describe the difference between "safe" and not safe."		
C: When I'm safe I can look inside my head at my fantasy of "living happily ever after," and I go by feel. Not safe means I have to look at the outsideworld.	kinesthetic away from deletion of self EB	"The outside world is dangerous." "Conscious awareness [i.e., visual and auditory processing, meta position] means disconnection, separateness, isolation."
T: What's safe about the fantasy?		
C: It's future-oriented - I have a fear of there not being a future. The fantasy allows the future to exist because my partner, who I'm "living happily ever after" with, is the bridge to the future and makes it real, attainable.	in time past/present oriented external frame of reference	"I am incapable of living my life without another person." [This is another example of dichotomous thinking, since she also has the belief "I am incapable of an ongoing intimate relationship."]

Boundary Commentary: A through time experience does not exist except via a fused relationship with someone else - when she is alone she is in time.

continued from p. 9

the appearance of a strong sense of self but, in fact, the internally generated and integrated "real" self is tenuous.

3. *Cause-effect (meta-model violation).* This is a loss of internal/external distinctions leading to magical thinking and false causality: temporal/spatial coincidence = causality, e.g., "If a bad thing happens, I caused it because I was there"; part = whole, i.e., confusion between a class of objects and the objects within the class (a specific behavior is identical to the essence of a person - "If I do a bad thing, who I am is bad").

4. *Systematic deletion of a particular index computation (meta program pattern).* This can lead to a loss of distinctions between behavior, thinking, and feeling in self (internal/external boundaries), and/or in others (self/other boundaries).

5. *Inability to notice differences/to mismatch (meta program pattern).* This can lead to extreme matching which, on the level of self/other boundaries creates symbiotic relationships. This also can indicate internal/external boundary problems, which can result in impaired reality strategies (e.g., confusion between V^e and V^i can lead to someone living as if his/her fantasies about the future are here-and-now reality).

6. *Inability to change referential index/to change point of view (meta program pattern).* This indicates the existence of walls at the level of self/other boundaries and can lead to the subjective experience of emptiness, isolation, and lack of self-determination. In extreme form, changing from self to other can equal annihilation of self. If there are no boundaries, only walls, if a person jumps over this wall he/she will experience total loss of a connection to self.

7. *Inability to observe self/to be meta (submodality pattern).* This lack of self-awareness results from a disturbance of boundary distinctions at an internal/external level. This pattern is often contextually bound; changing it changes perspective and provides a different point of view about self. A variation of this pattern is manifested in an inability to be fully associated; that is, it is necessary to be dissociated in order

continued on p. 18



Boundaries Unlimited

Presents

Trance-Formations

A 4-Part Intensive Training In

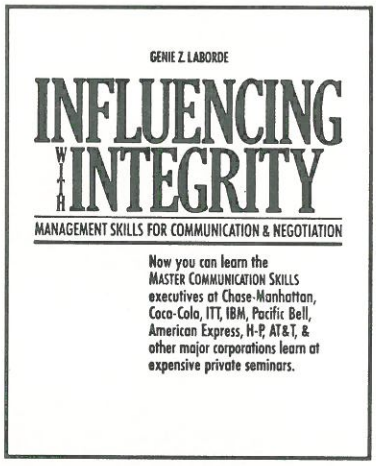
Ericksonian Hypnotherapy
&
Neuro-Linguistic Programming

Chicago Area

May 16-17, May 30-31
June 13-14 and June 27-28, 1987

For Further Information Contact:
Boundaries Unlimited
P.O. Box 904, Evanston, IL 60204
(312) 262-2794

Fee
$600 Prior to April 24th
$700 After April 24th
$100 Student Discount



Available April 20
Softback (student) edition of

Influencing with Integrity
by Genie Z. Laborde

Multiple copy discounts for VAK subscribers
More than 40 colleges have ordered IWI for their classes!

"IWI is one of the few texts that my students can evaluate, and then immediately apply the concepts presented directly to their life experiences. I'm delighted to know that a paper edition will soon be available."

Professor Daniel W. Geeding, Acting Dean,
College of Business Administration, Xavier University

$12.95 Paperback
- $7.75 (20% discount for 3 or more copies)
_____ (California residents add sales tax)
+ 2.00 shipping/handling
$____ Total

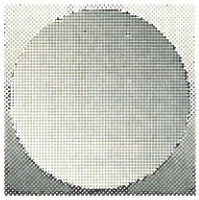
☐ Enclosed is my check.
Charge to my credit card:
☐ Visa ☐ MasterCard ☐ Am Express
Card #_____
Expiration Date_____

Send payment to:
SYNTONY PUBLISHING
1450 Byron Street Palo Alto, CA 94301
415-324-4450

Name_____
Company_____
Street_____
City_____
State_____ Zip_____
Signature_____

Dialogue	Patterns	Possible Assumptions
EXCERPT 6		
T: Was there a part of you determining how you behaved in this [intimate] relationship?		
C: My little girl. At first J. took care of that part so it was safe, but when my little girl got pushed aside and I had to take care of the child in J., my picture of J. changed. I had to give up my fantasy, stay in the present, and seeing that the present picture wasn't clear led to fear and discomfort.	passive criteria: safety either-or moves away inability to tolerate mixed state	"Only one of us can be taken care of at a time." "One must stay a child in order to be taken care of - adults take care of others - therefore growing up means deprivation and never being responded to, never having needs met." "The world is a dangerous place."
T: How are relationships with your adult part different?	present & future are not linked	
C: My adult self allows me to stay in the present longer, the present is clearer, there is less fear. There are no fantasies but I stay connected to options.	self IP (the fantasy) and the outside world, including the other, are not linked	

Boundary Commentary: This illustrates how either-or thinking sustains walls between parts (i.e., she is either a child *or* an adult and can only relate to one of these parts in another person); also, isolated parts coexist with different tempos and with different time orientation. Further, her inability to tolerate uncertainty, fear, discomfort, lack of clarity, sustains the walls (she must leave if she cannot eliminate one aspect of the mixed state). Her statements illustrate the value of expanding representational systems as a way of changing walls into boundaries (seeing more clearly allows the gap between present and future to be narrowed).



EASTERN
NLP
INSTITUTE

P.O. Box 697
Newtown, PA 18940
215/ 860-0911

Pragmagraphics & Submodalities
April 11 & 12, '87 Nassau Inn, Princeton, NJ
Todd Epstein, one of the original NLPers, presents advances in the most rapid of the professional NLP behavior change techniques.

Camp NLP 16-Day Summer Certification
Reserve space now for the July 11 - 26 Princeton Practitioner and Advanced Levels of professional skills training and experience great personal growth.

Ericksonian Hypnosis & Advanced Submodalities
July 27 - 31, '87 Nassau Inn, Princeton, NJ
Learn Ericksonian deep trance utilization for pain control, post-hypnotic suggestion, regression, etc., and submodality mapping of internal states. A key hypnosis certification program for experts and newcomers, too. Led by Sommer Dilts and Epstein.

215-860-0911 PO BOX 697 NEWTOWN,PA 18940

OATMEAL II

continued from p. 16

for the person to know that he/she exists - there is always an observer. In the associated state there is no observer and the person may experience him- or herself disappearing. The self/other separation happens within the individual, not between the individual and the world. This pattern occurs at the internal/external level of boundary disturbance.

8. *Universal quantifiers (meta-model pattern) - either-or, dichotomous thinking.* This leads to the creation of walls, to rigid and stereotypic thinking. It occurs at the level of internal/external boundaries. Reflected in the excessive linguistic use of universal quantifiers, this may indicate walled-off parts of the self.

9. *Inability to recognize range of "appropriate," "acceptable," "enough."* Not knowing "how much is enough" suggests the presence of *very* high and *very* low thresholds of recognition for the limits (definition, perimeter) of an experience. It indicates problems at both internal/external and self/other boundary levels. This pattern is operative in the addictive process and in the obsessive drive for power, money, success. It may be accompanied by beliefs about perfection and achievement. It is analogous to a computer program with no exit.

10. *Inability to notice similarity/to match.* This leads to the creation of walls. It is necessary for a person to experience difference in order to know that he/she is separate - similarity means collapse into and merger with the other. This can lead to extreme mismatching which, on the level of self/other boundaries, can create relationships marked by chronic conflict "disengagement," and difficulties with rapport and intimacy.

More generalized indicators of internal/external boundary problems - including lack of boundary distinctions and/or the presence of walls are:

1. *Confusion and interchangeability between physical, emotional, and cognitive levels of "reality."* This results from index computation deletion and poorly developed representational systems; it can

continued on p. 21

Other-Than-Conscious Communication

From Eric Oliver

First, Dave Dobson and I want to thank all of you who have written or called expressing interest in Other-Than-Conscious Communication. Along those lines, Dave has asked me to set the record straight about a couple of things. OTCC, as some of you know, is Dave's way of describing part of the process of human functioning and, for lack of a better label, is what we call the seminars we conduct. These programs have been offered to provide a firsthand exploration of Dave's concepts of Other-Than-Conscious Communication and "no-fault" psychology.

Second, Dave is adamant about the implications of "teaching" or "training." He wants to make it clear that whatever it is we are offering is merely an offering - an opportunity to learn limited only by a person's ability to encompass the information. In other words, these offerings are not to be considered training programs like those with which many of you are familiar.

As reported in the last issue of *The VAK*, Dave is spending more time on San Juan Island, and as a result, I am traveling much more, presenting weekend opportunities for those of you interested in getting acquainted with Dave's concepts. (Dave will still be conducting first-hand experiences on the island, as noted in the schedule.)

In my recent travels, I found myself in Philadelphia discussing some aspects of no-fault psychology and OTCC with some folks when something I considered remarkable occurred. Toward the end of the first day, our subject was how people make sense of their world and accomplish things within it. Most of the group had a background in NLP and agreed it seemed likely that people make sense of their reality through their senses; that people experience things by reflex in response to representations stored in their heads.

We had also discussed the observation that people see, hear, and feel their world through patterns they establish early in life and that they differ from one another by being the expression of the sum of those uniquely filtered experiences. I had suggested that the vast majority of those experiences are not what we usually refer to as "conscious," but rather are "other-than-conscious communication."

In learning to appreciate Dave's work, the observation that most forms of psychology - and most communication formats - have things backward is critical for me. Explicitly or implicitly, parts currently outside consciousness are treated as somehow separate from the individual. I've heard Dave ask: "What if this thing you call your Self is the Other-Than-Conscious, and your consciousness is just an elegant gift?"

Or, what if all the experiences you have had are you, and the bits that emerge into your conscious awareness second by second are a present from the parts that formed your patterns of perceiving and responding? Just as the picture on your TV is only a tiny fraction of the reality of television, but the one we all have - a gift of all the people and technology involved. It is very easy to distract your attention with the picture and forget how it is received.

Calling the portions of your experience that deliver the gift of consciousness "sub-" or "un-"conscious implies that backward relationship - an implicit helplessness - and can direct communication down some nonproductive paths. If your Other-Than-Conscious is you, and what you have in your conscious awareness is simply a part of the whole, then by talking with anyone, communication with all parts of each of you is ongoing. Communicating courteously with those "behind the screen" parts is a basic aim of OTCC as I appreciate it today. Because people are not aware of what they are not aware of consciously, it's easy to confuse the gift of consciousness (what's on the screen) for the whole person.

That's the point the conversation had reached in our Philadelphia meeting when a young seminarian in the front row began to reach for his shoes in anticipation of leaving for the day. Since the group had a goal for the evening's activities, I asked him and the rest of the folks how they went about setting an outcome. As he began searching for what he wanted to say, his hand and his shoe stopped moving, and hung suspended in mid-air. He and the group offered some answers covering several areas, including "sensory specificity."

I then asked how they knew how to specify sensorily. He told me that by describing the auditory, visual, and kinesthetic aspects of his experience, he knew. I asked him what might be implied but unnoticed in that. All the while, his shoes were still suspended in space, as he searched through his files to make sense of his answers to my questions. He again said something about a description of his experience, and I asked again what might go unnoticed in a specific description.

Someone said, "That you are conscious of it."

I responded, "Then what might be ignored in any outcome you set specifically?"

And as he said, "Everything that's outside your conscious awareness," he dropped the shoe!

When he, and most of the others turned to look, I asked him how soon he thought another might drop.

One dropped for me with a particular client who had seen me for the first time with a list of several situations she wanted to handle more creatively. We spent some time talking, mainly about enjoyable experiences she had had. Two weeks later she returned, acting quite excited about something. As we sat down, she told me that for the first time in years, she had "slept every night of the last two weeks straight through." I interrupted her when she tried to thank me and asked if she might not be forgetting something. She asked what, and I reminded her that at no time during our first meeting had the subject of her sleeping habits come up, and that whatever she was doing on her own with whatever she thought I was doing, was her own fault, not mine.

Remembering that all parts of each person are attending when we talk (mine included), I really begin to appreciate Dave's response when people ask him what he "does with" folks. Dave says he "just talks."

I really don't know how creative the parts behind the TV screen can become. I do know that failing to respect those parts and keeping attention too close to the screen limits the process.

SPECTRUM PRESENTS

Bill O'Hanlon, M.S.

Clinician, International Consultant & Trainer, Editor & Author
Rated **THE TOP WORKSHOP PRESENTER** of 600 presenters
at the 1985 AAMFT Annual Conference.

ERICKSONIAN HYPNOSIS - TWO DAY INTENSIVE TRAINING
March 28 & 29, 1987

ERICKSONIAN HYPNOSIS FOR PSYCHOSOMATIC PROBLEMS
March 30, 1987

Bill specializes in Ericksonian Hypnosis & Strategic
Approaches to Brief Psychotherapy

FEES

2 Day Workshop: $125 1 Day Workshop: $75 Both Workshops: $160
Students or Groups of 3 or More Registering Together Receive
15% DISCOUNT PER PERSON

For More Information, Call or Write:
SPECTRUM, 938 West Fifth Street, Winston-Salem, NC 27101, 919-761-0650
REGISTER BY MARCH 20, 1987 TO GUARANTEE SPACE

NLP

Practitioner, Master Practitioner, and Ericksonian Hypnosis Trainings, and Speciality Workshops.

For a brochure or more information write or call The New England Institute for Neuro-Linguistic Programming, RFD 3, Pratt Corner Road, Amherst, MA 01002-9805 413-259-1248

Richard Clarke, Ph.D., Director

The New England Institute for NLP is a school licensed by The Commonwealth of Massachusetts, Department of Education.

ERICKSONIAN HYPNOSIS

OATMEAL II

continued from p. 18

produce magical thinking. Expanding and developing representational systems and submodalities can have a significant impact on this pattern. For example: when one's own or others' thoughts are experienced as having a physical impact on oneself or on the outside world; or when one reacts to a thought or feeling as if it were an accomplished fact in the outside world.

2. *Rigid, stereotypic thinking.* For example: when self is defined exclusively according to externally defined/imposed criteria and beliefs, such as what occurs in sex role socialization.

3. *Magical causal relations.* For example: "When I close my eyes you can't see me."

4. *Severe distortions of time.* For example: no awareness/tolerance for steps in a process (demand for instant gratification - inability to realistically plan out a project); past-present-future not connected to each other (what is now goes on forever and always was, or if it happened once, it will always be that way: one discrete event = eternity); inability to learn from experience/inability to perceive change; "out-of-sight, out-of-mind" thinking - once an experience ends it is gone/ never happened/is not real, or if an experience is going on it will go on forever (refusal to go on to a new relationship after loss because if it happened once it will always be that way); past and present are indistinguishable and interchangeable (when a person loses a loved one, he/she continues to respond to a new relationship as though it is already over).

5. *Either-or, dichotomous thinking.* This is a strong indicator of walled-off parts of the self. For example: a pronounced tendency to constantly polarize oneself; perceiving oneself, another person, or a situation as "all good" or "all bad."

6. *Inability to tolerate simultaneity, ambivalence, paradox, contradiction - inability to tolerate counter-examples.* This suggests the possibility of isolated, walled-off parts of the self. For example: "all-or-nothing" thinking - anger at a loved one or from a loved one is experienced as loss of the loved one and of the relationship ("If you're angry with me you don't love me any more"); offering someone with an external frame of reference a counter-example about his/her perceptions can be experienced as demand from other or need from self to discount own perceptions/ experiences; feelings happen sequentially - no capacity for mixed feeling state (mixed feelings necessitate walls to contain each feeling state separately).

7. *Inability to tolerate separateness.* For example: connection = feeling others' feelings, thinking others' thoughts = sameness; the pattern of connecting with others through experiencing the other as part of oneself, such that separateness is synonymous with isolation and alienation.

8. *Very large or very small chunk size.* For example: huge chunk sizes disallow finer distinctions; tiny chunk sizes distort perception, can lead to "part = whole" thinking, massive deletion, and generalization.

While we recognize individual differences among clients, we have found that the preceding patterns are general indicators of primarily internal/external and some self/other levels of boundary disturbances. Paying particular attention to the presence of these patterns will enable the therapist to determine what boundary issues are important to deal with and will significantly improve his/her ability to structure the therapeutic process. This will result in a more efficient and ecological use of the client and therapist's time and energy.

We offer special thanks to Jane Vern, MSW, for her invaluable time, skill, and assistance in the interview with this client and in generating ideas for this article. She has been an ongoing contributor to the research that produces this series of articles.

Susan James is a psychotherapist and NLP Master Practitioner. Anne Linden is a psychotherapist, NLP Trainer, and Director of the New York Training Institute for NLP and the NLP Center for Psychotherapy.

DYNAMIC LEARNING CENTER

NEURO-LINGUISTICS and the POWER OF POSITIVE PROGRAMMING

June 11-15, 1987 - Santa Cruz, California

Use the power of Neuro-Linguistic Programming to improve the quality of ***your*** life!

**STRATEGIES FOR SUCCESS*
**ACHIEVING POSITIVE GOALS*
**IMPROVING PERSONAL RELATIONSHIPS*

Seminar Price: **$500** - Deposit: **$50**

◇◇◇◇◇◇◇◇

N.L.P and EDUCATION

June 29 & 30 - July 1 & 2, Santa Cruz, California

For teachers, counselors, parents and students!

Seminar Fee: **$375** - Deposit: **$50**

◇◇◇◇◇◇◇◇

ADVANCED SUPERVISION PROGRAM

The Dynamic Learning Center is planning a special supervision program to be conducted by Todd Epstein and Robert Dilts this Fall. Please contact us if you are interested in applying.

D.L.C., Box 1112, Ben Lomond, CA 95005 - (408) 336-3457

Back VAK Issues on Sale

Many readers have requested previous issues of *The VAK*, which are an excellent source of information on NLP, especially for those just becoming acquainted with NLP techniques and potential. These requests dovetailed nicely with our need for more storage space, and so we're having a Back *VAK* Spring Sale. While they last, subscriptions to previous *VAK* annual editions are available at $15 per year (4 issues) - just half the original yearly subscription rate.

If we run out of individual volumes for any year ordered, we will complete the order with issues from another volume, so that each reader will be guaranteed 4 issues per order.

The subscription blank below can be used to order back issues, as well as new subscriptions and renewals. Fill it out and catch up on your NLP reading!

☐ **New Subscriber** ☐ **Renewal**

U.S. & Canada: ☐ 1 year $30 ☐ 2 years $40
Overseas: ☐ 1 year $35 ☐ 2 years $48

Name_____
Address_____
City_____ State_____ Zip_____
Country_____

Back VAK Annual Volumes: $15 per year (while they last)
Please indicate year(s): ☐1984 ☐1985 ☐1986
Total $_____ *(Overseas: Add $5 shipping per volume)*

THE VAK



METAFORMATION INC.

FORMERLY TRANSFORMATION

SPRING 1987 PROGRAMS

DYNAMICS OF HEALTH
March 13 - 15
with Anne K. Entus

HOW MUCH PLEASURE CAN YOU STAND?
March 28 and 29
with Anne K. Entus

NLP: AN INTRODUCTION
April 3 - 5
with Anne K. Entus

"THE UNIFIED FIELD THEORY OF NLP"
ADVANCED TRAINING
April 28 - 30
with Robert Dilts

HYPNOSIS AND NLP
May 1 - 3
with Robert Dilts

INNERFACES - INTERFACES:
AWAKENING THE MASKS OF CHANGE
May 15 - 18
with Anne K. Entus and Sherry Entus

NLP CERTIFICATION TRAINING
24-DAY PRACTITIONER
36-DAY MASTER PRACTITIONER
7 extended weekend sessions beginning
in January and ending in June

For information contact METAFORMATION
235 Dorchester Blvd. E., Suite 202
Montreal, Quebec H2X 1N8 Canada
514-397-9402

STORIES

FOR THE CHILD IN EACH OF US



INTERIOR DESIGNS METAPHOR AUDIO CASSETTES

STORIES, finely crafted and well told, offer art as the ultimate therapy. INTERIOR DESIGNS offers STORIES FOR THE CHILD IN EACH OF US. Each is an invitation for your conscious and unconscious minds to explore metaphorical avenues of personal evolution. You are also invited to listen for no reason other than to hear a good story.

THE CASSETTES

Side A of each tape includes instructions to assist the listener in utilizing the metaphor to the fullest potential. Specially designed Neuro Linguistic Programming and self hypnosis techniques will allow you to prepare yourself to experience the benefit of each metaphor in the most individual way, selecting those portions of the story which will assist you in effecting your desired change.

Each metaphor is approximately 30 minutes. Each three tape volume is packaged in a hard vinyl case. The INTERIOR DESIGNS metaphors may be used separately or as a set.

INTERIOR DESIGNS is a company whose primary interest is to assist individuals in learning how to enrich the structure of their personal reality. Interior Designs encourages interdisciplinary exploration in the Fine Arts, education, and the Neuro Linguistic Programming technology. Co-directors Stephanie and Jerry Mader offer Interior Designs as a metaphor to stimulate personal evolution.

ORDER FORM

NAME _____

ADDRESS _____

CITY _____ STATE ____ ZIP _____

PHONE _____ OCCUPATION _____

I would like to order the following tapes:

VOLUME 1	Reflections, The Land of Fles, Fingertips and Snowflakes	___ x $ 32.95 = _____
VOLUME 2	Anna and the Butterflies, Hista, Willow Grove	___ x $ 32.95 = _____
VOLUME 3	The Ice Well, Lapwing, Valley of Stillness	___ x $ 32.95 = _____
VOLUME 4	Homestead, Bear Butte, Listening to Incense	___ x $ 32.95 = _____
VOLUME 5	Sand Rock Island, Bamboo Flute, Wishing Dolls	___ x $ 32.95 = _____
All five sets		___ x $150.00 = _____

SUBTOTAL _____

ADD $2.00 POSTAGE & HANDLING PER SET _____

add 6.5% Sales Tax (California Residents only) _____

TOTAL AMOUNT ENCLOSED: CHECK OR MONEY ORDER ONLY. _____

Allow 3-4 weeks for delivery

Make checks payable to:
INTERIOR DESIGNS
P.O. Box 298
Boulder Creek, CA
95006

NLP of Colorado Announces . . .

1987 SUMMER RESIDENTIAL
27-DAY PRACTITIONER CERTIFICATION TRAINING

June 3 - July 3 Colorado Mountain Resort Location

EARLY REGISTRATION DISCOUNT OF $100 for registrations received before April 1, 1987.

27-Day Practitioner Trainings

(6-month weekend training format)

*** DALLAS, TEXAS:** starting May, 1987
*** PHOENIX, ARIZONA:** starting May, 1987
*** BOULDER, COLORADO:** starting September, 1987
*** SALT LAKE CITY, UTAH:** starting September, 1987
*** AUSTIN, TEXAS:** starting October, 1987

"Steve and Connirae Andreas are unsung heroes of NLP. For over 9 years they have dedicated their professional lives to presenting NLP through books and training programs. NLP of Colorado's certification programs are second to none. I know them to consistently manifest an absolute commitment both for accuracy of material presented and for the personal enrichment of every participant."

—Leslie Cameron-Bandler

"Your organization of the Practitioner course is beyond compare — this is the third one I've attended. The mixture of practice and input is superb. Your trainers are highly qualified. Powerful impact."

—Dick McHugh, Therapist, India

"It was the finest, most stimulating and informative NLP training I've ever had."

(Advanced Submodalities Training)
—Robert McDonald, Counselor & Singer, San Francisco

12-Day Residential
Advanced Submodalities Certification Training

BOULDER, COLORADO: October 10-23, 1987

12-Day Advanced Submodalities Certification Trainings

(extended weekend training format) Prerequisite: Practitioner/Programmer Certification

*** LOS ANGELES, CALIFORNIA:** beginning August 7, 1987
*** BOULDER, COLORADO:** beginning September 19, 1987
*** SALT LAKE CITY, UTAH:** beginning October 16, 1987

JOHN GRINDER VIDEOTAPES

Perceptual Styles and Masks	$85
Human Excellence	$85
Content Free Consulting	$85
All Three Tapes (15% reduction)	$220

NLP OF COLORADO VIDEOTAPES

The Fast Phobia/Trauma Cure	$50
Changing Beliefs	$85
Future Pacing	$65
The Swish Pattern	$65
All Four Tapes (15% reduction)	$225

All tapes available in VHS, Beta, and European Pal

Practitioner Trainer's Manual

Connirae and Steve Andreas co-directors of NLP of Colorado, are pleased to offer the professional NLP community the only complete and detailed publication of the first 12 days of Practitioner Training Trainer's notes currently available.

These notes are available only to Certified Practitioners or Programmers. They are primarily intended for use by those doing NLP training, however, reduced rates apply for personal rather than professional use.

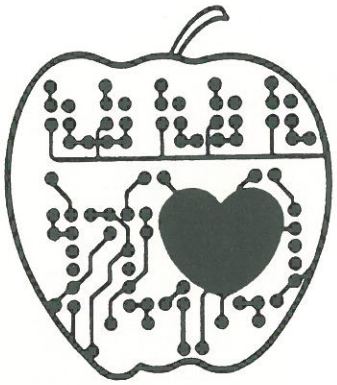
The last twelve training days of these notes will be available March 1, 1987.

FOR FULL INFORMATION, WRITE OR CALL: NLP OF COLORADO,
1221 left Hand Canyon Drive, JSR, Boulder, Colorado 80302 **(303) 442-1102**

NANLP

4th

ANN RENCE



Human Technology With Heart

National Association of Neuro-Linguistic Programming

1987
Annual Conference
April 24, 25 and 26

New York Penta Hotel
7th Ave. and 33rd Street

Keynote Address by
Marilyn Ferguson

For more information, call
NANLP
(919) 761-0650 or (212) 473-2852

REGISTRATION

Registration Fee

Member	125.00
Non-Member	150.00
Day by Day	75.00

Name (Please Print)

Address

City State Zip

(Area Code) Telephone Number

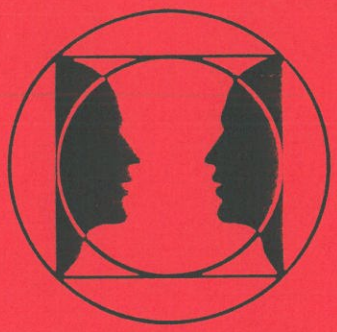
Make check in US$'s payable to:
National Association of NLP

Visa M/C Amex Exp. Date___
#_____

ATTACH BUSINESS CARD (optional)
Mailing Address:

NANLP
496 LaGuardia Place
Suite 137
New York, NY 10012





Grinder Laborde Associates

Excellence Seminars and Videos

A unique opportunity to learn from master communicators.

INTERMEDIATE NEURO-LINGUISTICS April 22-24, 1987	NEW YORK CITY $450.00	
COMMUNICATION EXCELLENCE April 22-24, 1987	NEW YORK CITY $750.00	
ADVANCED TRAINING April 27-May 5, 1987	NEW YORK AREA $1,500.00	
NEGOTIATION EXCELLENCE April 7-9, 1987	NEW YORK CITY $750.00	
NEGOTIATION EXCELLENCE May 4-8, 1987	TORONTO $1,100.00	
SALES EXCELLENCE May 15-17, 1987	LOS ANGELES $750.00	

Palo Alto Office:
1433 Webster
Palo Alto, CA 94310
415-326-5613
800-228-4069

New York Office:
212-938-8957

Toronto Office:
519-538-1194

West Virginia Office:
304-252-7423

Minneapolis Office:
612-481-9358

Have you seen our NEW
Meeting management video
featuring "PEGASUS" from
Influencing With Integrity ?

