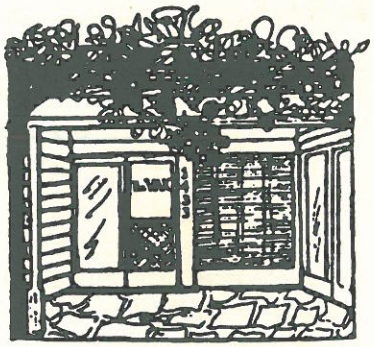
THE VAK



International NLP Newsletter

Volume VIII, Number 4 Fall 1990

Beyond Piecemeal Change

Metha Singleton

The developers of NLP have produced and are continuing to produce incredibly powerful techniques for generating a specific change in a specified context. Yet, as wonderful as these techniques are, the result is often a piecemeal approach to change. The bigger picture of individuals as whole units and their impact on the systems they are a part of is never fully represented, accounted for, and utilized.

We are not piecemeal entities in a piecemeal world. Each of us as an individual is a complete, cohesive system operating in a world of systems: families, corporations, communities, nations, etc. Imperative Self Analysis (ISA) is the first model we have for representing a comprehensive picture of the unique, complex interaction of patterns that make up a complete individual and explain behavior and experience through time.

ISA makes explicit an individual's deepest desires (obsessions), the filter formed by the desires (perceptual bias), and the ongoing action (virtual question) in the quest for fullfillment. Once elicited, the Imperative Self is then analyzed and, if necessary, adjusted to allow the individual to fully "thrive" in all life contexts. "Thriving" is defined as an ongoing experience of well-being for the individual system, which then expands outward into the larger systems.

In a recent interview with two successful corporate consultants, I was impressed with their use of NLP tools and models in the corporate world. They believe that by increasing the thriving of influential corporate executives and leaders, who daily impact many other lives, they

continued on page 4

LETTER FROM HUNGARY: Part 2

Laszlo Honti

In the last issue the author took us inside Hungary to look at its history under Stalin and the dramatic changes occurring as the country and its people undergo a transformation to an independent society–a change which brings with it uncertainty. He introduced his theory of the "Self-Fulfilling Model," outlining five levels of human relations development, which are illustrated on page 5.

There is alienation and depression among the people of Hungary. Our country has been a bridging country between the East and West cultures for a thousand years. In the 41 years of socialism—as we call this experimentation in political systems—Hungary was the most open, most rebellious, most divided in thought. Ours was the first country to begin the opening transformation in 1988/89. At the same time, ours is the country in which people suffer the most from psychological and spiritual distress.

We have a very heterogeneous culture, and people have a high anomie tension. "Anomie" is the tension we feel when we see a big gap between the reality of our lives and what might or should be; at the same time we see that we do not have a real chance to reach that desirable level.

Anomie-state–the state of constant frustration–is the most frequent emotional condition of Hungarians. We have goods in the shops, but most of them are there only temporarily. If you have money enough and you buy them immedi-

continued on page 3

Thoughts on the concept that The 80s were the "ME" decade, The 90s are the "WE" decade

—John Peers

The 90s have gotten off to an awesome start. Heady stuff, this rush for freedom. After all, if six months ago anyone had suggested that the Warsaw Pact countries would be in the political turmoil they are in today, cries of madness would have been heard. South Africa, USSR, Central America. The list goes on and on. And I suspect that this is but the tip of the iceberg. It's as if our species has decided to enjoy emotional springtime.

I've thought long and hard about this. (Note: that doesn't make me correct, just convinced. Big difference.) I think the human species is just starting to begin the most astonishing set of changes we have ever witnessed. And it is all caused by information. But I'm getting ahead of myself.

Let's look back for a moment. In this century, we have tried wars. They are not particularly good at resolving anything, although there is much destruction in the process. We've tried advanced social programs. They do not work very well either, as the needs (real or artificial, natural or created, it matters not) always exceed the resources. We've tried possessions. OK for awhile, but then we need bigger and more expensive toys. And then even bigger and really expensive toys. That stops being funny in a hurry.

Then there is/was attorneyism. That goes something like this: "Since being happy is my right, and since I'm not, someone must be stopping me. I'm going to sue!" Cute. And terminal. Oh, let's not forget drugs. In some ways, that is like attorneyism. However, the ending reads "So I'll (take your pick) crawl in a bottle, inject, inhale, sniff, or otherwise abuse my nervous system to the point that I do not have to think. You cannot expect me to take responsibility for my own life.

There is more, but I think you've got the picture. In the 80s we conclusively proved that the ME concept is an oxymoron. The more we try it, the less ME there is. All of these approaches produce anger, because deep down we are conning ourselves. And dissipating the true essence of ourselves in the process.

Clever people, we humans. While we are playing all these mind games with our consciousness, our

continued on page 15

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Agnes Waters, Editor
The VAK
1433 Webster Street
Palo Alto, CA 94301

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Letter from Hungary

continued from page 1

ately, then you can have them. But if you do not have enough money and do not buy them, then later, when you really need them, they are no longer available.

There is a working mechanism in this culture that raises people's expectations to the maximum, without teaching them how or allowing them to satisfy those newly developed needs. This process leads to the top suicide rate in the world, to the highest rates of depression, alcoholism, cigarette-smoking, and fatal car accidents. But it also leads to progress, development, revolution, breaking thorough, a need for spirituality, and a need for ecological and deep thinking.

So this culture is a steam pot, an energy pot. Such a high amount of free-floating energy and frustration can easily lead to crises. Hungary is a country of almost constant crises: in relationships, in religion, in the economy, in political life, in ideology, in belief-systems, in hopes, in wishes, in the past, in the present, and in the future. As people say, "Everybody is happy in the world today about the changes in Hungary and in Eastern Europe except the Hungarians." They are insecure and pessimistic. Melancholia and sweet sadness are a well-known part of the Hungarian national character.

The ability to own pieces of reality—saying that this is your house, this is your car, this is your thought, this is your feeling, this is your action, and this is a reaction to your action—you develop, because owning is necessary for developing higher order needs. Owning means long-term, stable relationships, a strong contract, commitment. If you are committed to something you love, you take care of it, nurture it. You want to see it, connect with it generally. By nurturing your possessions you develop higher level needs, and as a consequence, you no longer need the old stuff, but something better. If you own something you develop an owner identity. If you define yourself as an owner,

continued on page 5

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ADVANCED TRAINING
Jan. 25 - Feb. 3, Pajaro Dunes, CA

COMMUNICATION EXCELLENCE
Feb. 5 - 7, Atlanta, GA

SALES EXCELLENCE
Feb. 26 - 28, Los Angeles, CA

COMMUNICATION EXCELLENCE
Mar. 11 - 13, New York, NY

NEGOTIATION EXCELLENCE
April 1-4 (four days), Alta, UT

ADVANCED NEGOTIATION EXCELLENCE
Apr. 5 - 6, Alta, UT

TELESKILLS
Apr. 9 - 11, Atlanta, GA

SALES EXCELLENCE
Apr. 23 - 25, Chicago, IL

COMMUNICATION EXCELLENCE
June. 4 - 6, San Francisco, CA

INTERMEDIATE COMMUNICATION SKILLS
Jun. 11 - 13, Santa Clara, CA

ADVANCED TRAINING
Jun. 14 - 23, Pajaro Dunes, CA

BEYOND PIECEMEAL CHANGE

continued from page 1

are making a significant difference in the future of the world. Of all the "tools" in their consulting "tool kit," Imperative Self Analysis is one of the most frequently used.

They use the Imperative Self elicitation process to create a collaborative, intimate relationship with clients. They utilize Imperative Self Analysis to make sense out of past unproductive behaviors that have resulted in increased costs and other negative by-products, and assist their clients in making adjustments that lead to more fulfilling, balanced lives. This opens the door to personal and organizational evolution and creates results in a few days that could take others six months or longer to accomplish.

One example: Alan was a successful corporate executive with a lovely wife and two beautiful children. Yet the emotion he experienced most at work and at home was anger. Although he monitored and controlled his behaviors carefully, the stress was having a detrimental effect on him and on the well-being of co-workers and family.

Traditional NLP methods might suggest the use of anchoring or change history to elicit a more resourceful emotion. The more recent procedure of reimprinting or submodality belief change technique might also impact his experience. However, Alan's anger was not an isolated emotion or the by-product of a single past event or belief. Alan's anger, as well as his other pervasive emotions, was the by-product of a unique, often unconscious constellation of beliefs that form a cohesive system. The linguistic representation of this cohesive system is the Imperative Self.

Alan's perceptual bias–

Ways my standards are met/not met–

created an ongoing awareness of any infraction of his standards by himself and the world. These high standards, unfortunately for Alan, were often not shared by others.

His virtual question–

Do I know what I need to do to be able?–

allowed him to monitor his behaviors and continue to learn new behaviors and strategies. However, the question also contained the possibility of not "being able" as well as undesired consequences if the "need" wasn't met.

continued on page 11

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Laurie Nadel, Author of Sixth Sense

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*NLP Practitioner and Master Practitioner Certification Training starting February, 1991 in **Zurich, Switzerland***

Letter from Hungary

continued from page 3

then you are the one who takes responsibility, pays the expenses, and gains the benefit.

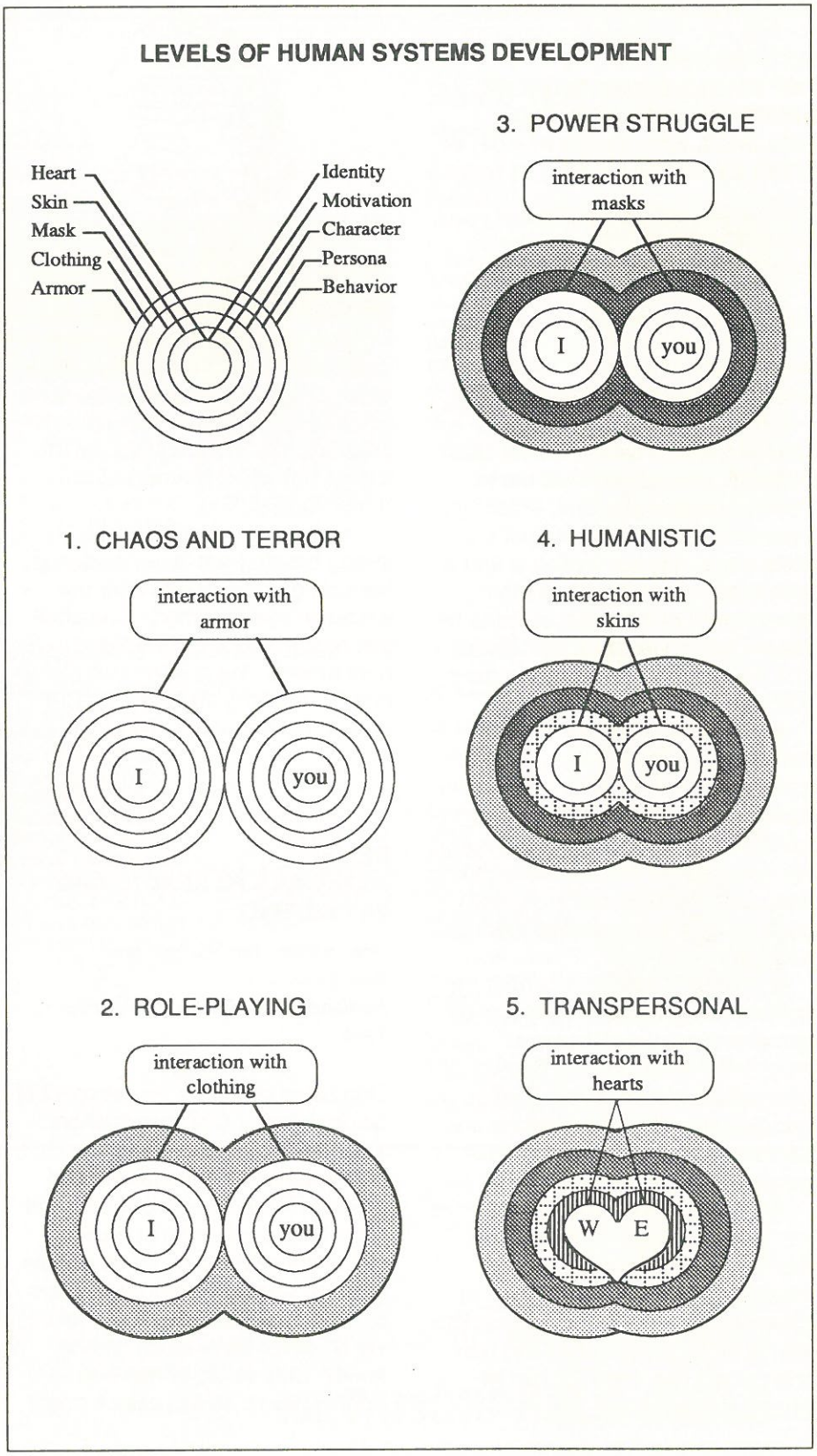
However, Marx and Lenin invented "ownership without an owner." So the main demand of our 41 years of the Communist-experiment became: *Hide your identity! Do not let people around you know who you are. You are not important as a person. You are a wheel, a class, a category of people or a mechanism, not a living human person.*

Only with true and real possession can you develop transpersonal communion with people. Upon the high level of individual self-actualization, you can develop ego transcendence, global thinking, deep ecology. This is from where we in Hungary have to recover—from the illness of alienation. We have to heal our wounds and improve our mental health. The healing process is going to be very long and painful. Today, we can experience the competition and anomie openly, but we still do not have experience in owning our reality.

Very similar events are going on in the Soviet Union. It is going to be very painful for the whole world if that country goes into deep chaos. You will see the old wounds, the 100-year-old unfinished businesses there. It is very shaking and shocking—hope and fear and activity and anomie and depression, all at the same time.

In my eyes the political system of Stalinism is mostly at level 1.5 on the scale of human relations systems development. You might already have an image of what this means. It means that the majority of people are in the first level most of the time, and interactions in the third, fourth, and fifth levels of development are extremely rare or

continued on page 13



THE VAK REVIEW OF BOOKS

SIXTH SENSE:
THE WHOLE-BRAIN BOOK OF INTUITION, HUNCHES, GUT FEELINGS, AND THEIR PLACE IN YOUR EVERYDAY LIFE.

Laurie Nadel with Judy Haims and Robert Stempson.
New York. Prentice-Hall Press, 1990.

THE IMPROBABLE MACHINE.

Jeremy Campbell.
New York. Simon and Schuster, 1989.

The assignment was to review *Sixth Sense*, but my intuition led me to *The Improbable Machine*, which has a hundred more pages for just one dollar more. My gut feeling is that a *VAK* reader probably knows the how-to parts of *Sixth Sense*–breathe deeply, relax, visualize, etc., and *The Improbable Machine* has more how-come information.

Sixth Sense, according to the dust jacket, is "fascinating." It tries to be controversial. The front flap states, "Until now, skeptics in our left-brain world of reason and logic have denied the power of intuition and, even those who rely on their gut feelings have regarded them as strange,"

My hunch is the comma after the conjunction is a pattern interruption to make those skeptics more receptive. When will this hemispherical orientation conflict cease and people get along in peace and harmony? Maybe Artificial Intelligence (AI) is the answer.

And maybe not. The AI machines we were promised a decade ago have yet to materialize. In *The Improbable Machine* the author of *Grammatical Man* explores developments in the pursuit of AI and how this pursuit has shed light on NI (Natural Intelligence) and the



workings of the human mind.

The human mind has a great desire for explanations. We need to make sense out of everything, even nonsense. This book explains a lot. Even intuition, although it's not the same explanation found in *Sixth Sense.*

Humans also tend to fashion strong beliefs from flimsy evidence, then cling to the beliefs after the evidence has vanished. Campbell just reports and explains these phenomena. He doesn't indicate we can do anything about them. But somebody else does. Read on.

□

BELIEFS:
PATHWAYS TO HEALTH AND WELL-BEING.

Robert Dilts, Tim Hallbom and Suzi Smith.
Portland, OR. Metamorphous Press, 1990.

One allure of NLP is the prospect of quick change. Collapse anchors. Ten-minute phobia cures. Rearrange a few submodalities and presto! Your only problem is what to do for the other forty minutes.

But sometimes, for some people, in some situations, it doesn't seem to work as advertised. So what do we do when we're stuck on one level? Stay stuck, or move to another level. In this case it might be a good idea to deal with pertinent belief systems. In *Beliefs* you'll find ways to do that.

Robert Dilts, who needs no introduction to NLP fans, explains and demonstrates how to identify and change limiting beliefs. Compiled mainly from Dilts' Beliefs and Health workshops, the book includes transcripts of demonstrations of belief strategies, reimprinting, allergies, and other useful approaches.

Overall Dilts, Hallbom, and Smith have done a nice job. The book is easy to read. It has few NLP terms. Some of them, e.g. anchors, are immediately explained, and some, e.g. meta-model, never are. People who know NLP will understand, unless they try to use the glossary. Even people who don't know NLP can get an understanding of where limiting beliefs come from and what can be done about them. The smattering of NLP jargon should not confuse nonspeakers too much, unless they try to use the glossary.

If we believe in fairies, Tinker Bell lives. If Dumbo believes he can fly, he can fly. If you believe beliefs can be changed to improve life and health, get *Beliefs.* If you don't believe that, get it anyway. I have a hunch you might change your mind.

Bruce Dillman

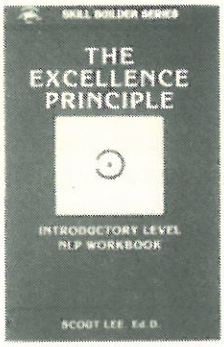
Editor's Note:
For those who would like a helpful resource directory, as well as a glossary on NLP, try the Neurolinguistic Programming Resource Manual, *published by the American Society for Training and Development, P.O. Box 4856, Hampden Station, Baltimore, MD 21211 ($18.75).*

SKILL BUILDER SERIES

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Scout Lee, Ed.D.

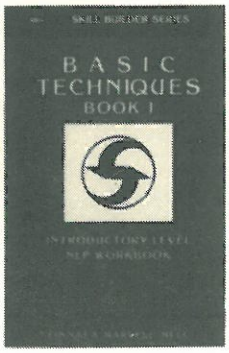
This standard in the field of NLP was originally a set of personal notes and formal thoughts to be presented to the academic community. In its revised form, this workbook is packed with dynamic metaphors, ideas, exercises and visual aids.
1-55552-003-0
Pbk $16.95



Basic Techniques, Book I

Linnaea Marvell-Mell

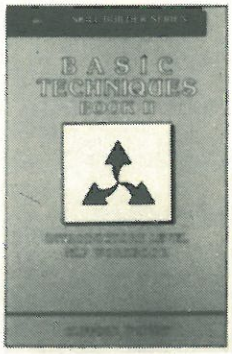
This is the best NLP workbook available for those who wish to integrate their NLP skills and people who have read books on the subject or attended seminars but want more. The book comes with a cassette tape. It complements the introductory book, *Magic of NLP Demystified* and reinforces NLP skills.
1-55552-016-2
Pbk $12.95



Basic Techniques, Book II

Clifford Wright

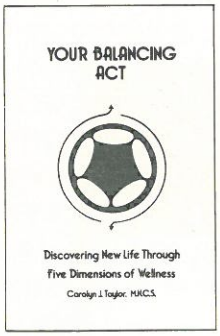
Basic Techniques, Book II is a practice guide filled with interactive exercises for individual or group activities to refine basic NLP skills and techniques.
1-55552-005-7
Pbk $10.95



Your Balancing Act

Carolyn J. Taylor, M.N.C.S.

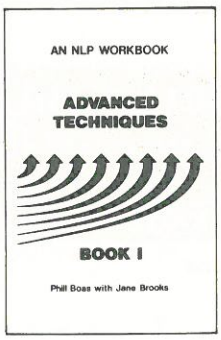
This NLP text presents systematic exercises and new material for changing the all important beliefs that underlie the conditions of wellness. Health, relationships, creativity and success are just a few aspects addressed.
0-943920-75-2
Pbk $12.95



Advanced Techniques

Phill Boas /Jane Brooks

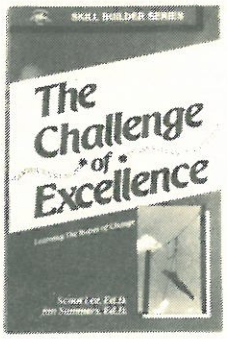
This manual is designed for use by those who have some knowledge of NLP. It is written from the perspective of the trainer/seminar leader, and much of the information is intended to help the group leader assist the participants to get maximum benefit from the 50 exercises.
0-943920-08-6
Pbk $9.95



The Challenge of Excellence

Scout Lee, Ed.D./Jan Summers

Lee and Summers' book is about utilizing challenge and playfulness to program the human computer for excellence. It has sophisticated information on body language and its connection to the mental process.
1-55552-004-9
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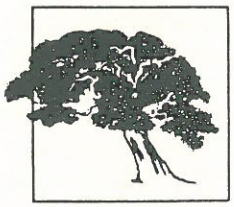
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March 2-3, 1991
Trainer: Todd Epstein
New Orleans, Louisiana

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SCHEDULE OF NLP-RELATED ACTIVITIES

SEPTEMBER

15-16	Secret of Creating Your Future/ Tad James	Dallas	PG
21-23	Emotional Choice	Amherst MA	NEI
22-23	Secret of Creating Your Future/ Tad James	Chicago	PG
22-23	Sales Power	New York	NYT
24	Advanced Hypnosis begins	New York	NYT
27	Evolving Yourself begins	New York	NYT
28-30	Rocky Mts NLP Conference	Denver	NANLP

OCTOBER

4-8	Advanced NLP & Trainers Trg	Santa Cruz	DLC
5	Free Intro to NLP	Montclair NJ	ACT
5-7	Personal Empowerment	San Francisco	FP
6-7	Mountain States Regional NANLP Conference	Salt Lake City	NAN
11	Beyond Co-Dependence/Preview	Lakewood CO	CO
12-15	Beyond Co-Dependence	Lakewood CO	CO
12	Photoreading begins	Amherst MA	NEI
12	Free Intro to NLP	New York	ACT
13-14	Secret of Creating Your Future/ Tad James	Atlanta	PG
13-14	Second Quebec NLP Conference	Quebec	CQP
13-14	Past Life Regressions	New York	NYT
16-18	Intermediate Syntonics	Palo Alto	GLA
19	Free Intro to NLP	New Paltz NY	ACT
19-28	Advanced Training	PajaroDunesCA	GLA
20-21	Secret of Creating Your Future/ Tad James	Cleveland	PG
20-21	2-Day Intro to NLP	New Paltz NY	ACT
20-21	Learning to Learn/Judith Delozier [See ad page 8]	Philadelphia	
20-11/1	Master Hypnotist Cert [Calif]/ Richard Bandler	San Diego	NPP
22	Free Intro to NLP	Chicago	NIC
26	Review Days begins	New York	NYT
27	Photoreading begins	New York	NYT
27-28	2-Day Intro to NLP	New York	ACT
27-28	Canadian NANLP Conference	Moncton NB	

Schedule Deadline for the Next Issue

November 1, 1990

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ACT* Advanced Communication Training
31 Washington Square West
Penthouse B
New York, New York 10011
212-529-9227

CO* NLP Comprehensive
2897 Valmont Road
Boulder, Colorado 80301
303-442-1102

CPD* Center for Professional Development
1840 41st Avenue, #102-155
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408-426-8344

CQP Centre Quebecois de Programmation
Neuro Linguistique
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Canada J4H 2V5
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DLC* Dynamic Learning Center for NLP
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408-336-3457

FP Future Pace, Inc.
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415-485-1200

FW Freedom Workshop
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GRC Grinder Resource Center
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LP New Learning Pathways
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SCHEDULE OF NLP-RELATED ACTIVITIES

NOVEMBER

2-4	Relationships That Work	San Francisco	FP
3-11	NLP & Ericksonian Hypnosis	Santa Cruz CA	GDA
4	Picture Your Outcome	New York	NYT
5-8	Integrity of Loving/ Marni Dugan	Hawaii	PG
10-17	First Huna Intensive	Hawaii	PG
15	Free Intro to NLP	Chicago	NIC
16-18	Northeast Regional NANLP Conf	Hartford CT	NANLP
22-25	Adv Ericksonian Hypnosis	Quebec	CQP
30-12/2	Emotional Choice	San Francisco	FP

DECEMBER

1-2	Beliefs & Your Health/ Robert Dilts	New Orleans	SCI
1-2	Outgrowing Dysfunctional Families	Chicago	NIC
1-2	Bodysense	New York	NYT
7-10	Project Partner Pathway I	Santa Cruz	DLC
12-16	Project Partner Pathway II	Santa Cruz	DLC

JANUARY 1991

1-2	Management & Negotiating	New York	NYT
11-13	Pathways to Leadership II	Vernon CT	NEI
12	Preview	Los Angeles	GDA
22-24	Intermed Comm Skills	SantaClara CA	GLA
25-2/3	Advanced Training	PajaroDunesCA	GLA
26-28	Secret of Creating Your Future/ Tad James	Los Angeles	PG

FEBRUARY

2-3	Wake Up	Los Angeles	GDA
5-7	Communication Excellence	Atlanta	GLA
8-10	Prerequisites for Personal Genius	New York	NYT
26-28	Sales Excellence	Los Angeles	GLA

Schedule Deadline for the Next Issue

November 1, 1990

NLP Sources

MIN Massachusetts Institute of NLP
53 Westchester Road
Newton, Massachusetts 02158
617-244-7433

MP Metamorphous Press
P.O. Box 10616
Portland, Oregon 97210
503-228-4972

NAN National Association of NLP
310 N. Alabama Street, Suite A100
Indianapolis, Indiana 46204
317-636-6059

NEI* New England Institute for NLP
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NIC* NLP Institute of Chicago
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NLC* NLP Centres of Canada
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613-232-7782
Toronto: 416-283-3461

NPP NLP Products & Promotions/ Richard Bandler
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NTI* National Training Institute for NLP
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NYT* New York Training Institute for NLP
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OTC Other-Than-Conscious Communication
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PG ProfitAbility Group
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SCC* Southern California Center for NLP
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San Pedro, California 90731
213-833-4234

SCI* South Central Institute of NLP
P.O. Box 15757
New Orleans, Louisiana 70175
504-895-3665

* These organizations offer ongoing certification programs. Contact them directly for training dates and locations.

BEYOND PIECEMEAL CHANGE

continued from page 4

Alan's obsessions were difficult if not impossible to fulfill on a consistent basis. The fulfillment of obsession #1 required a world in which everyone shared the same values and standards. Obsession #2 was also dependent on the world, requiring others to be happy and satisfied as evidence of living up to his standards. Obsession #3 created ongoing striving, and since evidence of "better" is based on the behavior of others instead of self to self, past to present comparison was difficult to sustain. Obsession #4, to be worthwhile, placed his self worth in the precarious position of requiring #1, 2, and 3 to be met first. The bias, question, and obsessions work together to generate Alan's most common emotions: anger, frustration, disappointment, determination, confidence, excitement, love/warmth, humility, and gratefulness.

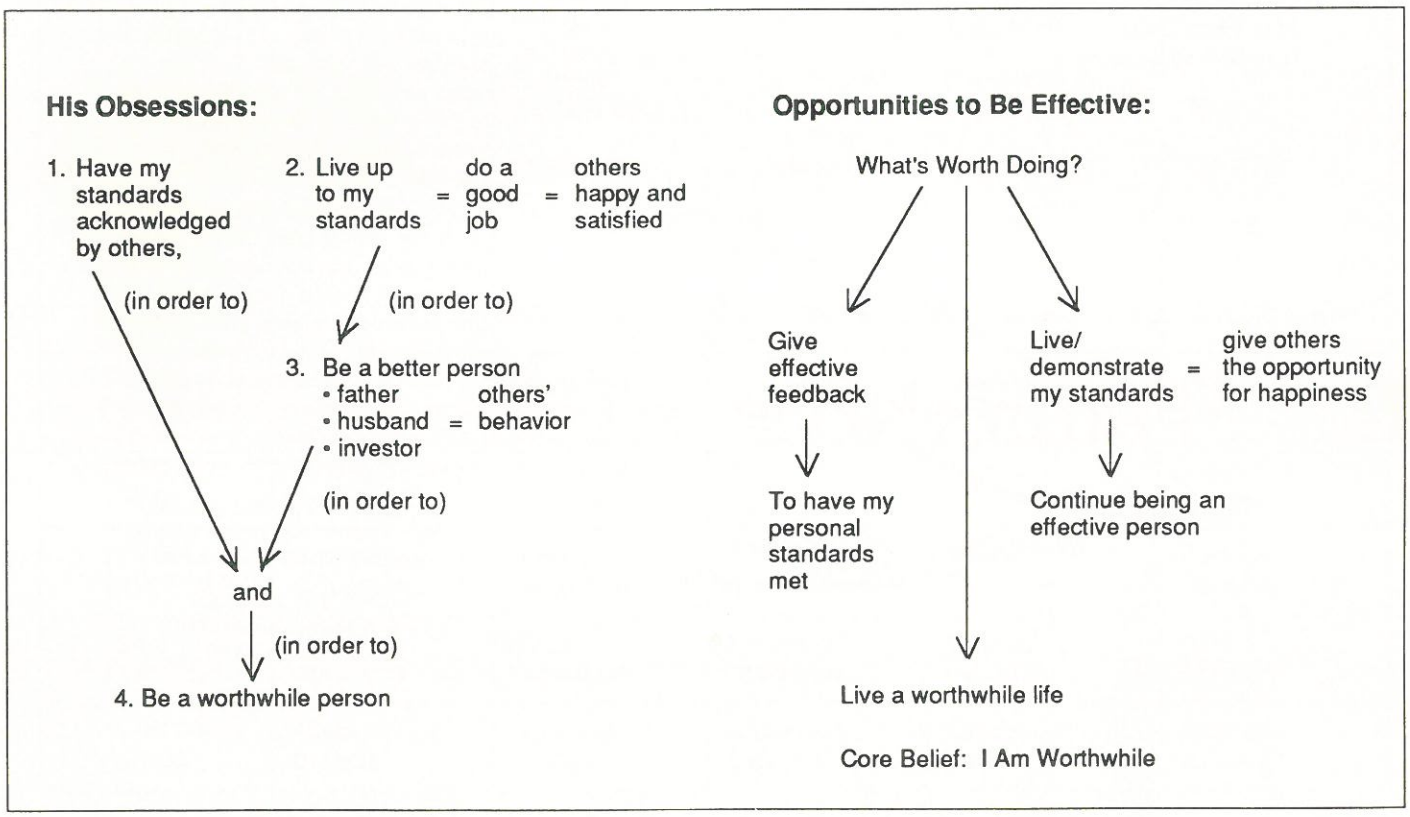
With the Imperative Self as a map to guide the sequence and content of the interventions, NLP techniques and FuturePace formats were used to make desired adjustments that lead to greater thriving.

By building new appropriate evidence for worthwhile, and changing it to a core belief that is secure, instead of an obsession to fulfill, Alan's self worth is no longer at the mercy of the world. He is now free to evaluate the efectiveness of his behavior and standards with regard to his outcomes.

The impact of these adjustments quickly became apparant at work and home. The emotions of anger, anxiety, frustration, and disappointment became appropriately contextualized instead of habitual. Alan is now more accepting of "humanness" and free to enhance himself and others.

I am warmed and encouraged by this expanded use of the Imperative Self model. Mankind has spent generations developing incredible extensions of the physical body. We can travel to the moon, hear sounds on the other side of the world, and see distant stars; but the patterns that create greed, envy, anger, resentment, and helplessness and produce self and planetary destruction are still being generated in our individual, family, corporate, and social systems. I believe the Imperative Self Analysis model is a powerful tool with which to make major strides toward the evolution of mankind from within to create a "thriving" world.

Metha Singleton is codeveloper of the Imperative Self training with Leslie Cameron-Bandler. She can be reached at FuturePace, in San Rafael, CA (415-485-1200).



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Leslie Cameron-Bandler spent many years looking for a way to reveal the individual core personality patterns that dictate experience and create internal identities. Her research led to the discovery and development of Imperative Self Analysis, a revolutionary new model for change.

NLP has utilized the ways we are the same as ALL others, and through modeling has made what is possible for one, also possible for another. NLP has also used the ways in which we are the same as SOME others by developing intervention techniques for specific patterns.

However, Imperative Self Analysis is the *only* model that identifies and utilizes the way in which we are like NO other. By revealing our unique model of reality, it becomes an invaluable and indispensable tool for comprehending, appreciating and respectfully adjusting the limitations that have prevented the realization of unanswered longings.

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Letter from Hungary

continued from page 5

All the different structural elements of our self and our consciousness can be present at every level, but their actual content is different at each level, as shown in the table below.

The high level of human relations contact, or clear communication, is the key issue in my view. I have developed a practical guide and human technology about how to create, stabilize, and help develop complex human systems such as couples, friendship networks, families, kinship relations, and organizations. The basis of this human technology lies in the cybernetic model of human systems growth.

Human systems grow naturally in quantum leaps, *when* they can manage to get the basic need of their given developmental level satisfied. So, in what I call the "human technology for the development of organizations," there is a technology for all five levels of development. Upon this theoretical framework I have worked out different methods for growth through the five levels:

Level 1: Strategic crisis interventions and conflict resolution

Level 2: History reconstruction (life tree)

Level 3: Super-manipulation strategic technique

Level 4: PPS: programmed problem-solving

Level 5: Deepening meditation

I have continuously developed these "human technologies" in my practical work with individuals, couples, families, productive organizations. Some of the leaders of the new political parties came to me and asked me to help them communicate, solve their inner conflicts, learn about the level 3 power struggle. I have developed a program of intensive training mostly for the newly born political activist, called "Awakening: Recovery from Socialism." I take this program to Prague, to Kolozsvar, Rumania, and Moscow. Within two days, over a weekend, participants can learn and practice the basic skills of the deepening technique.

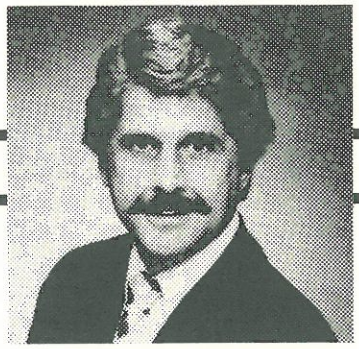
continued on page 16

The Periodic System of Human Psyche

SELF / STRUCTURE DEPTH / LEVELS OF DEVELOPMENT / HIERARCHY	ARMOR	CLOTHING	MASK	SKIN	HEART
	Movement Patterns Elements *What?*	Role-set Tactics Fixations *To, With Whom?*	Strategies Fears Hopes, Wishes *How? Feel?*	Vulnerability Value Ultimate Goals *Why? What for?*	Goals Values *Who?*
	BEHAVIOR	PERSONA	CHARACTER	MOTIVATION	IDENTITY
Fly Higher ↑	1.	2.	3. → Go Deeper	4.	5.
5. TRANS-PERSONAL	Teaching Learning	Guide, Master, Student, Disciple	Enlightened Growing	Leading Cooperating	Unity Union
4. HUMANISTIC	Helping Asking	Helper Receiver	Free Safe	Autonomy Self-Actualization	Higher Self Emotions
3. POWER STRUGGLE	Controlling Challenging	Dominance Dependence	Winning Strategy Meta-strategy	Power Overcome	Possess Does Not Have
2. ROLE PLAYING	Punishing Obedience	Ruler Subordinate	Persecution Obedience	Stabilize Belong	Ruler Affiliating
1. TERROR/ CHAOS	Attack Defense	Aggressor Helpless	Aggressive Depressive	Destroy Survive	Attacker Survivor

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The "We" Decade

continued from page 2

subconscious has been watching television, listening to radio, playing video games, learning personal computers, using VCRs, transmitting FAXs, to name a few. In the process, we've shrunk the world, expanded our minds, started reducing the differences between us, and begun to see ourselves in a totally different light. We've almost reached adolescence.

The shift in perception centers around the almost Zen-like statement, "I am totally unique, just like everyone else." We are information animals. How we process information is the most significant difference between us and the rest of the living kingdom. But information is almost synonymous with communication. It is awfully hard to communicate when there is only one of us. What we are just realizing is that the way to tomorrow for each of us is to communicate with the rest of humanity.

What a concept! The maximum potential for each of us is to listen to the other people in our world, and in the process let them understand us. Whew! The consequences are equally astounding. After all, it is really tough to communicate while you are waging war, or litigating to hell and gone, or being so high on drugs that you do not make sense even to yourself.

If I am right, we are about to embark on a totally new journey—a journey of limitless potential because we are going to value ourselves in terms of the contribution we make to others. Since others will be doing the same thing, everyone wins.

I call this "Perres"— short for personal responsibility.

Anyway, that is one person's opinion. Think about it. It just might be true. I sure hope so.

John Peers is an innovative import from England who heads International Learning Machines in Mountain View, California, where he is designing and building an individualized interactive learning system.

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Letter from Hungary

continued from page 13

The basis of practical human technologies is that we can create a goal-achieving cybernetic strategy for everyone and for any possible human goal if we can learn to improve the efficiency of our already existing strategic models. The improvement of our meta-learning is the essence of the technology I call Intelligence Amplifier Software Technology (IAST). You can improve quickly if you have strong meta theories: the learning about our learning (and learning difficulties).

In IAST I use a powerful theoretical meta-model on "how we relearn our learning models." I call it "software technology" because it is algorithmic, and you can use computerized methods for some steps of the process, like drawing a chart about the problem state (the map of the maze) or analyzing the results and human interaction processes in group decision-making. Because this IAST program is based on precision communication techniques, I can use it in telephone consultation and I am about to use in it the GreenNet computer network.

When I work with clients, I ask them questions to help them deepen their self-definition, the level on which they interact with people around them and with me. This deepening can continue to increase until the highest functioning fifth level of transpersonal unity is achieved.

The effecting mechanism is the same here: the deepening meditation. If you go deep into your seeing and acting, you will go higher in the development hierarchy of human systemic relations. *The deeper you go, the higher you fly; the higher you fly, the deeper you go.*



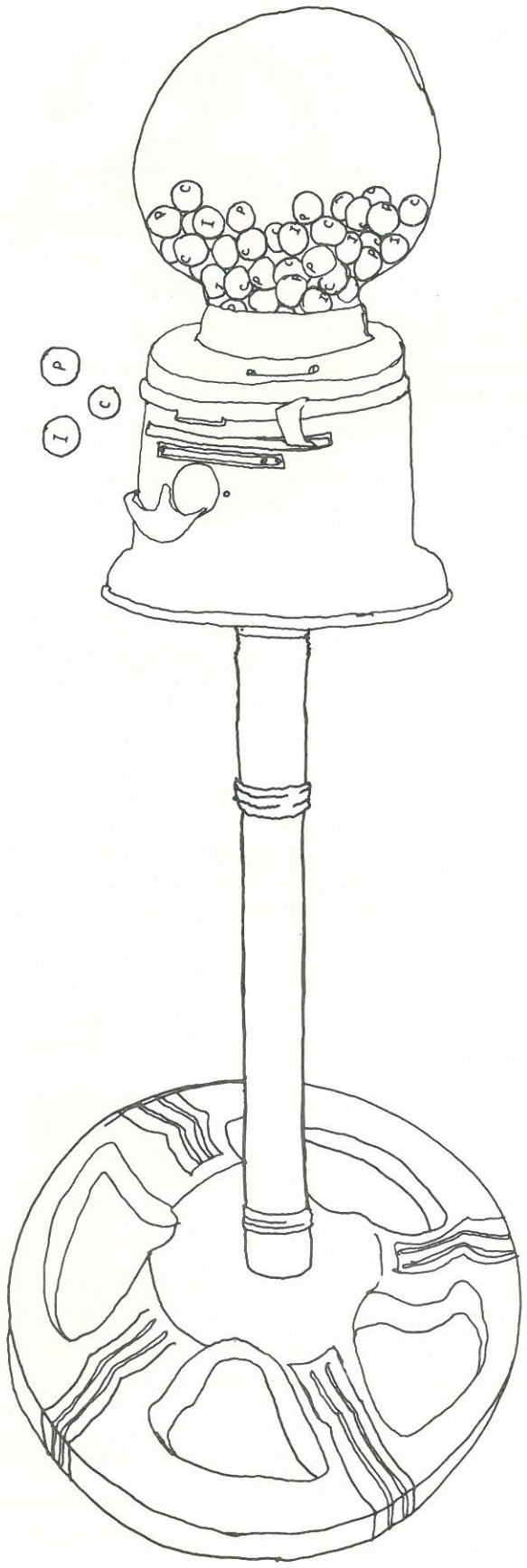
THE NEXT STEPS

In my personal development I went through some important transpersonal experiences lately. My goals are becoming extremely clear, my visions extremely energizing. I feel that finally I am awake, and have just begun to live.

I would like to connect with you, to invite you to workshops in my country, to join our scientific research on human cooperation, to learn about our programs, our computer network, or to receive our mailings. To be on our mailing list, write Tilgont Irma, president, Hungarian Association for Humanistic and Transpersonal Psychology, H-1141, Budapest, Uzsoki u. 57. And I invite you to contact me directly at the Humanistic Age Foundation, H-1051 Budapest, Bajcsy-Zs. u. 20. Hungary.

Thank you for taking this journey through my life.

Laslo Honti describes himself thus: "I have changed my profession several times. I became a research chemist, a high school chemistry teacher, a psychologist, a sociologist, a Buddhist monk, a cybernetician, and then a therapist, spiritual leader, organizer, and teacher. I wrote four scientific books, more than a hundred articles, some poems, songs, chants, and hymns. I invented a new organizing method for companies, worked out a synthetic theory about the development of human systems, and a new therapy approach."



Filling Your Gum Ball Machine: First Step Toward Dovetailing

People are like empty gum ball machines that need to be filled by (1) finding out who they are, (2) having impact, and (3) connecting with another person, idea, or group. Once these three types of gum balls (identity, potency, and connectedness) have been collected to a satisfying level, then we can respond to the needs of others. When our gum ball machine is not filled with all three types, or colors, our behaviors reflect the deficit. It may be that we cannot respond to the psychological needs of others until our own are filled; no matter how many nickels people put in, we have no gum balls for them. Once we have collected a satisfactory level of gum balls, we respond to others' needs whether they have a nickel or not. We have learned how to fill our needs and can help them do the same.

Psychological Needs and Dovetailing

A sophisticated way to find creative solutions for conflict situations—so that you can dovetail—is to guess what the other person's most important psychological need is. If your guess is right—and you have a 33% chance that it is—you can tailor your proposal to satisfy this need. Needs of identity, potency, and connectedness seem to drive us all. When we have an unfulfilled need, our behaviors will push us to satisfy that need. The proposal that satisfies our top priority need will get our serious consideration. In business, the deficit need is often potency.

Many conflicts I have helped resolve were eliminated when the person in need was given power or status. I remember one situation when two people wanted one position, which had to be filled. There was serious competition for a few weeks, then my client sat down and discussed the situation with his competitor. The result was that my client got the duties of the position and the other person got the title. The other person needed a power position. My client did not give a hoot about the power; he wanted the challenge of the tasks involved.

Adapted from Fine Tune Your Brain, *© 1988, Genie Z. Laborde.*

Dynamic Learning Center

Project Partner Pathway

with

Robert Dilts & Todd Epstein

Robert Dilts and Todd Epstein are working to develop a core group of motivated Neuro-Linguistic Programming (NLP) professionals who will help guide the course of NLP in the 1990's. They have established the **Project Partner Pathway** to provide a means for people to acquire the skills necessary to express their own mission in NLP. Pathway requirements:

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Super-Vision / Intervision 1990 is based on the assessment technology developed at the inaugural meeting of the Academy of Behavioral Technology and is designed to help participants integrate and solidify advanced level NLP skills more fully and completely into their ongoing behavior. The concept of "Intervision" came out of Dynamic Learning Center's Leadership Conference as a new model of co-coaching & peer assessment. We will explore certain types of *mental activities* (representational systems), *language patterns* (the meta model), and *strategic tools* (logical levels, perceptual positions). *Skill levels* will also be addressed: **Conceptual** - To conceptualize the whole and relate or fit something into that larger framework. **Analytical** -To break something into its component pieces; to categorize its elements. **Observational** -To gather relevant information in "real time" (often in the form of non-verbal signs). **Procedural** - To recall and follow a sequential set of steps that lead to an objective. **Interactive** -To systematically elicit and react to the ongoing behavioral responses in others.

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As the world and NLP changes, it's important to update the strategies that developers use to create new directions in NLP with the latest epistemological and paradamatic changes. This program will go far beyond the linear cause-effect modeling process typical in NLP to the systemic modeling of complex systems in a cybernetic modeling paradigm. Our goal is to integrate a more systemic or **"Neural-Network"** approach to the development of new paradigms. The ***"Intervision"*** process will help participants define platforms, set up projects and create interventions that will reflect their contributions as developers to the field of NLP. **Topics include: • SOAR Model • S.C.O.R.E. Model • Communication Matrix • Micro, Macro & Meta Modeling Skills Advanced Modeling Strategies • Multi-positional & Multi-level Modeling • Time Perception and Organization • A.I. (Artificial Intelligence) Models • "Neural-Network" Paradigms • Group Mind - Systemic NLP Modeling Processes.**

Dynamic Publications is now featuring Robert's new book, **Changing Belief Systems with NLP** and the audio tape set & booklet from the **Pathways to Leadership Conference 1990.**

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