

SESSION 4

A GREATER VISION OF OURSELVES

- What is our real objective in life?
- *Mastering Illusion*
- Accepting change
- Managing paradox
- Developing cohesion at work, at home and in the world – 99/1
- The First world – Pro-Cd5
- Dissolving the Ego – Immersion
- Invisible Leadership
- Quiz & Answers.

ANDRE Barbara and I are very excited to be here today. We're happy to see you again. I know some of you are eager for this session. In fact, you will get a much more global vision of what Self-Combat is all about, and how we could really maximize our potential.

During the first session, we introduced the concepts of *Grab the Monkeys* and *Release the Tigers*. The objective being to stop our involuntary thoughts from robbing us of our time, our energy, and our opportunities.

We also learned how to *Sting the Bull with 3 Bees*. To maximize our potential, we need to make effective use of our time and not be pressured. We need to know our priorities to be more productive.

In the second session, we went through four major concepts: *Call in the Snake* and *Roll with the Pigs*, *Shift the Body* and *Ride the Eagle*. Again, the practice of these concepts is necessary if we are to increase our efficiency...

Last session, we talked about a life objective... about knowing what we really want... and how to divide our objective into three phases.

We also spoke about the necessity to take breaks – to allow our right brain to be creative. Now, I'm sure you have questions in mind so let us go through some of your questions. Perhaps some of you would like to share your experiences...

Georges It's the first time that I really reflected on a life objective... I think the concept of checking with Dept. 33284 helped.

What really dawned on me was also the realization that you have only that much time left, so why not use whatever time you have left to achieve what you want to achieve. After all, as you say, nothing is *that* important. I think this alleviated a lot of pressure.

Ursula I like to think we are on vacation...

Georges Yes, that helped... to take life like a vacation.

You know, when I got home, that night I couldn't sleep. I lay in bed thinking, what have you done in your life till now? And what would you like to do in the future? And the concepts of Bob and the Department were still fresh in my mind... and somehow, I felt... liberated.

And the next morning I felt I could move a mountain. I don't know... I was very enthusiastic – it's like you are starting life all over. I was happy... I was feeling happy.

Two days later, I had to go on a business trip to South Africa. And when I stepped into the plane, I really had the feeling I was going on a vacation. You know, my perception of a business trip had changed. I felt I wasn't on business...

Ursula You were living an Illusion?

Georges No, not at all. I was very much living the moment. I don't know how these concepts affect you, but it certainly lifted a lot of weight off me. I feel differently now.

Zack It's still troubling to me... (*addressing the trainers*)

You talked about the Other Side... what happens on the Other Side?
How do you know there's a God?

I spoke to my colleague about Bob and she asked if I really believe in all that? She thought I'd found a new religion. I told her I was attending a managerial development seminar, and that this was an important concept. She laughed.

Georges Did you explain to her that Bob was ultimate reality?

Zack I didn't, but what's the difference?

ANDRE Self-Combat is not a religion, hence there is no mention of God. Bob is simply reality. What is, or is not – boils down to the reality we are experiencing. And what we are experiencing each day *is* reality.

You can explain this reality to a two-year-old child. You can show and explain to a child, that if he puts a finger close to the fire, he would experience pain.

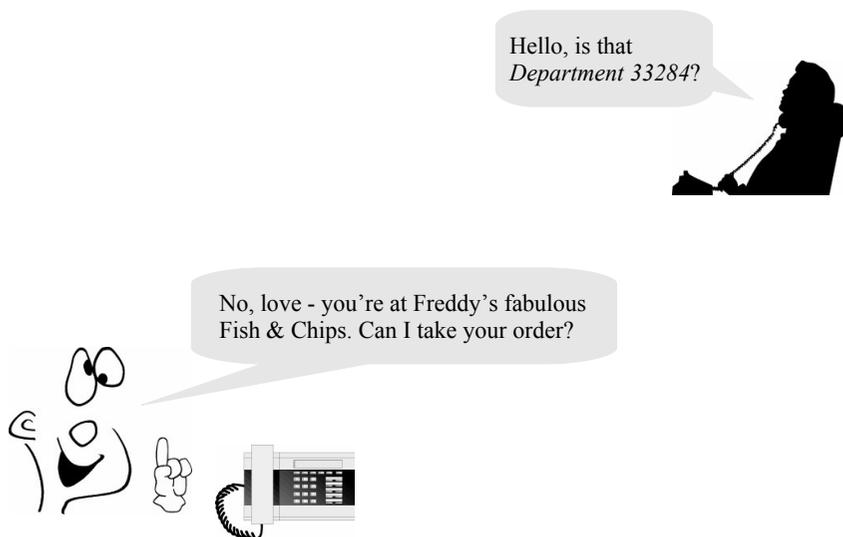
You can explain that fire is reality, an earthquake is reality, getting spanked is reality. A child can understand this. And Bob is simply this ultimate reality – all that's happening now. All that will happen in the future.

Zack You talked about the Other Side... is there something on the Other Side? Once you are dead, you're dead – it's all over.

ANDRE Zack, how can you be so sure that it's all over? Apparently there are thousands who can make a trip over to the Other Side and back. We are not asking you to believe this. Check the information yourself. Use your Shield. Verify your source.

I suggest you read Harold Sherman's book *The Dead are Alive*. Dr. Norman Vincent Peale, who wrote *The Power of Positive Thinking*, called Sherman's book a masterpiece.

There is enough information in that book to help you decide if there is something on the Other Side. Nobody else but you can decide if you live on.



Anyway, one thing is certain, we all have to go one day... we are not staying on This Side. Have you met anybody who stayed permanently on This Side? Have you met a 1,000-year-old man still wandering around?

So, why don't we invest a little time to find out what is really going on – on the Other Side? There is serious research work being done on this by reputable scientists, doctors and physicians.

There are people like Konstantine Raudive, who pioneered transcommunication and the voice phenomena on tape. There's Robert Monroe, Dr. Raymond Moody...

Sociologist Edgar Morin, who is also director of the reputable French research center, CNRS... There's professor Rémy Chauvin, Dr. Elisabeth Kübler-Ross, Dr. Melvin Morse... We should check their works before we come to any fast conclusions.

If our conclusion is that life continues, and that death is only a transformation – like a caterpillar transforming itself into a butterfly – then this would have profound consequences on our future acts.

John I find it extraordinary that the topic of life and death is dealt with in a management seminar.

BARBARA It is important, that's why we bring it up.

If guys at the top of multinationals, or any person for that matter, are not acquainted with Department 33284, they might think their only objective in life is to be successful and to possess the most they can. They are unaware that eventually one day, they would have to return everything they gathered to Bob's Bag.

Now, wouldn't it be alarming to see someone at the top with such short-term vision? And what do you think would be the consequences for the people working in that company? And the natural resources of this world?

Ursula It opens the way to pressure, mobbing and power struggles. This is often the case with people who do not feel they are important and are seeking to prove themselves... It is the case with people who think there is only this life to live, and they'd better grab all they can.

ANDRE The concept of Bob is not meant to be negative. In fact, it is just a tool to help us function better in our private and professional life.

You all heard a few minutes ago the experience of Georges, who said he woke up last week feeling very happy.

Georges I still am. I don't take things seriously anymore, I mean, not that seriously, not that important.

ANDRE By the way, before we forget, here's a fax from the secretary of Bob. Let me read it to you...

From the Office of the Boss of bosses

*If you do not understand the message of this transmission,
please check with **Dept. 33284** immediately.*

We get plenty of requests up here for favors, but there are zillions of opportunities down there.

We get plenty of requests for strength and courage, but there are zillions of obstacles and dangers to help you develop strength and courage.

Listen, you people are driving the most expensive Bob-manufactured vehicle in the cosmos. They are worth more than a zillion dollars each. I know, because if you had that kind of money, you wouldn't be able to go into a shop down there and buy one if yours conked out.

A zillion-dollar vehicle! Zillions of opportunities, obstacles and dangers to help you get rich, strong and courageous — what more can you ask?

Just a reminder: don't take life down there *too* seriously — or you'll squeeze the living daylight out of it.

PS. Be happy — don't worry. He's OK and you're OK.

BARBARA You all heard the post scriptum? Be happy, don't worry!
Just one question: what is our real objective in living?

Ursula I think we are all aiming to be happy.

Helen To learn... I think we are here to learn, to evolve. To grow...

Georges To help one another...

BARBARA What if we say that our number one goal is simply to feel good?

Helen Feel good? You mean physically? Mentally?

BARBARA Yes, both.

Georges I think we all want to feel good all the time...

Helen But is it possible? Can you...?

BARBARA See, you can have a bar of chocolate to yourself, and you feel good eating it when there is no one there threatening to take it away from you...

Helen You can get pretty sick and feel bad if you eat too much!

BARBARA Of course... But what I'm trying to say is that, we are all consciously or unconsciously seeking to feel good – ever since the day we were born. It can be something else other than a bar of chocolate that can make us feel good; we can be lying on the beach with the wind caressing our body, and feel good.

It could be a promotion at work... Being involved in an exciting project could make us feel good too.

Steven I don't understand what you're coming at...

BARBARA What I am trying to say is that the chocolate, the job promotion, the exciting project you are involved in, are just means – vehicles, to get you there; to get you the goodies, the good feelings. It is like the finger pointing to the moon. However, if we focus intently on

the finger, we may end up taking the finger to be the moon, and miss out the beautiful sights of heaven altogether.

Here is an anecdote to illustrate what I mean:

Two brothers decided to come on This Side. When Bob asked them why they wanted to visit earth, both replied they simply wanted to feel good by taking a vacation.

On arriving here, the elder of the two discovered that money could buy him things that permitted him to feel good, so he decided to amass a fortune. He concluded that the more money he had, the more he would be able to feel good.

Money for this man became the finger pointing to the moon. He had forgotten about the moon and the beautiful sights of heaven. His obsession with money was so intense that he often felt restless, aggressive, arrogant, jealous, suspicious, resentful, anxious – whenever his "objective" was threatened.

The beautiful sights of heaven were replaced by the ugly little finger that made him feel bad – instead of feeling good. He had mistaken the finger to be the moon.

The younger brother discovered the 3S: sea, sex and sun; he felt good just lying all day on the beach and making whoopee at night. He decided to live by the sea and to take life easy. Getting up to fish whenever he was hungry.

Now, initially these two men had the same objective – to feel good, but they didn't use the same vehicles to reach it.

They later compared notes on the Other Side. The one who was obsessed by money, thinking that money would bring him all the goodies, had failed miserably to attain his objective on This Side. He felt bad whenever his financial security was threatened. He depended too heavily on one source – money.

The younger brother scored remarkably well, though he had little money he felt good most of the time while he was on This Side. He was care-free, had no worries, and appreciated what he had.

Now, what lesson can we draw from this?

Helen It doesn't matter what you do, as long as you like what you are doing. That's how I perceive it.

Steven I really don't know...

Georges You still need an objective, if you want to feel good. You need to do something. You can't lie on the beach all day... I suppose most of us are inclined to behave like the elder brother who went for the money.

Helen Yes, and he finally ended up failing to attain his initial objective – and that was to feel good.

I just finished reading *Modern Madness – The Emotional Fallout of Success* by Dr. Douglas LaBier. It seems the same happened to his patients: top executives or thriving professional people who were still searching for something they could not find, despite their success. See, success or money does not necessarily make you feel good...

Steven You can go after money, and success, and all that – and still feel good. You can work hard – and feel good. I don't see anything wrong in going after money.

ANDRE We are not judging if it is right or wrong, we are trying to learn ways to maximize our potential – and to reach our objectives.

The question is, for example, should a lawyer drop his law practice to become a plumber, if he's happier being a plumber?

We know of cases where people switched jobs or positions and became much happier, more productive.

And why are we talking about all this? Remember last session? We asked you guys to think of an objective, a life objective. Because without a clearly defined objective, we are going nowhere, nor do we fulfill our desires, or use our full potential. Hence, we need to know what we want, or why we are here.

Helen We were asked a few minutes ago: what's our *real* objective

in living? As a medical doctor, my objective is evident. I'm here to help alleviate physical pain. Now, do I feel good in my work? To be truthful, I've never really given it a thought.

As for a life objective, I'm not ambitious.

BARBARA We don't have to be ambitious to feel good.

For those of you who lack a major objective, you need not worry too much about it, since our initial goal from the day we were born was simply to feel good.

ANDRE Remember when we were babies? We screamed our heads off so we could have dry nappies, and not soggy ones – because we wanted to feel good!

(Laughter)

BARBARA Here's a game we could play...

Imagine that if you felt good all day, and even if your day was fraught with problems, you still managed to feel good – you would score a maximum of 10 points.

If your day was average, you were neither happy nor miserable, nothing happened that made you feel *that* good, you give yourself a score of 5 points.

If you had a miserable day, 1 or 2 points. If it was really bad, zero points! So, let's see, how many points did we score today?

5?... 10?... 2?

If we lived the next 365 days, our maximum score would be 3,650 points. That's the top!

Our real objective in life should be to score an average of 3,000 points per year. And 3,000 points would represent an average of 7, 8 or 9 points per day. Like the two brothers I recounted a minute earlier, we are going to compare notes when we get to the Other Side.

If we manage to score an average of 8 points per day we can really say that we have attained our objective here – we can't be perfect. We have to accept days where we would trip on banana skins or get hit by coconuts.

So, whichever vehicle you choose... and you could choose to change vehicle... it is immaterial whether you are rich or poor, intelligent or not – as long as you feel good each day, you get your points.

So, to feel good most of the time would depend on our reaction to people around us and our reaction to situations – whether it rains or whether the sun is shining... if people are nice or nasty towards us... If we manage to keep an inner smile all day long, we would score 7, 8 or 9 points, and be on our way to attaining our *real* objective in life – and that is to feel GOOD!

ANDRE Don't forget you can be rich and miserable. Or poor and happy. You can also be poor and miserable, or rich and happy. It is the end result that counts... So don't mistake the finger to be the moon. This is just a reminder to help us fix our objective.

Peter In fact, I wasn't far from my initial objective, I'm a spender. I love to spend – I spend to feel good!

(Laughter)

BARBARA However, make sure you roll with the Pigs and live away from the cliff if you don't want to feel bad in a few years' time – because of a shortage of money!

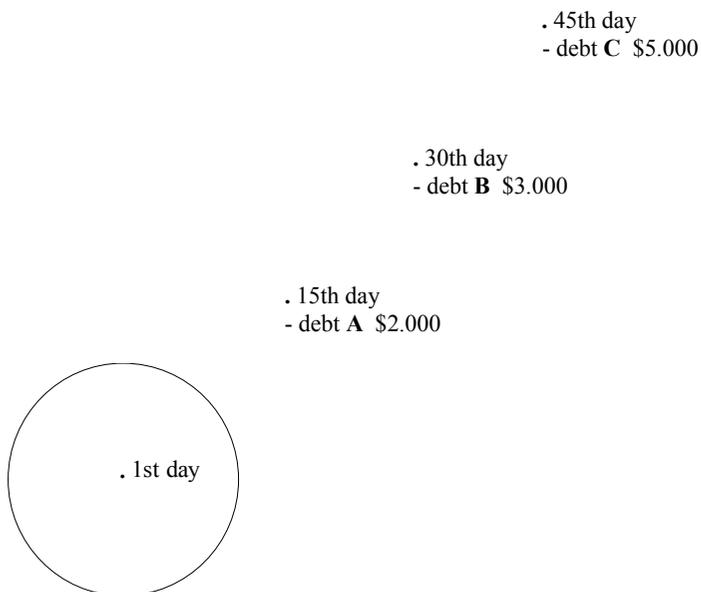
Peter What happens when someone has deadlines to meet, like paying his debts, and he is under tremendous pressure – how should he handle this?

ANDRE When you feel pressured, you should draw a circle if you want to function normally. This circle would help you alleviate the pressure put on you by creditors, and allow you to work normally towards solving your debt problems.

Without this circle, we would be overwhelmed by our Monkeys, and may even panic as we would not be able to think clearly.

Let us say you have \$10,000 of debts to pay. First, you check when you have to pay the first debt, then the second, etc. – and how much each debt amounts to.

For example, you need to pay debt A of \$2.000 on day 15, then debt B of \$3.000 by day 30, and debt C of 5.000 euros by day 45. So your circle should look like this:



Then you concentrate on the first debt – that is \$2.000 in fifteen days time. As long as the 15th day has not entered your circle, meaning it is not the deadline, you should function normally. Of course, you will be looking for solutions to pay off your debt, but with a positive attitude, and shouldn't worry about *What's going to happen? You can't make it, etc...* which would impede your normal functioning.

If you find the money on day 15, you establish your next circle day 30, \$3.000 (now to be paid in 15 days' time). And so on. Concentrating each time on the next thing to pay, and not on the whole amount – which may seem too much or impossible to your subconscious. Take it step by step.

Now, if on day 15 you can't find the money, you negotiate and ask for a delay of payment. If you have already negotiated for that debt, you negotiate again.

Remember, we put our own limits – but you can negotiate the same debt several times, and ask for new delays of payment, whoever your creditor is. Or try to split the debt in several installments. It is OK, the final result being to be able to pay back what you owe – and therefore satisfying your creditors in the end.

If you ask for another 30 days' extension, you move your circle by another 30 days – giving yourself more time to find the money. During this time, you would again try your utmost to find the money, but you would go about it without being overly anxious or feeling pressured, as your deadline is again out of your circle.

Should you again fail to meet your payment – you can always renegotiate! Try to move your circle back again and check with Dept. 33284. You may also release the Cd5 and live day to day till you have found a solution.

The circle allows you to function normally with less pressure and with a clearer mind. Of course, you should not abuse your negotiating power. And pay your creditors on time if you have the money. They are important and have their needs too, so by not paying them when you could, you can negatively affect your whole environment.

With the circle, even when you have debts, you can take time to *Do nothing* – and feel good! During the Do nothing period, you could even find new ideas about how to raise money.

Helen Could I decide just to Do nothing – all my life? Can that be an objective?

Laurent I am sure you can, if you don't end up feeling guilty. The trouble is our Monkeys. They throw us in conflicts. Even when you spend your own money, they can still bug you.

Ursula I enjoyed Doing nothing. First time in years! I had to fight my Monkeys though. It is true they put you in conflict. You are feeling so good taking this well-deserved break... and the little voice inside your

head is telling you off!

ANDRE You have to fight those Monkeys to get what you want. If you feel good Doing nothing all day, continue! Still, ride the Eagle to see if you won't be in trouble in a few months or years!

You are running your life, not your Monkeys. We will be able to master our life better if we learn how to master Illusion. We shall now explain how you master Illusion...

To master Illusion, we first have to realize that we are all going through a series of Illusions.

During the last session, I asked if we remembered what was *that* important to us five years ago – many of us were unable to recall what it was that was *so* important, yet we spent time and energy worrying ourselves silly, only to realize years later that it wasn't that important after all, or we wouldn't have forgotten that easily.

And the same thing is going to happen time and again. What we consider *very* important today could seem totally unimportant or be completely forgotten a few weeks, a few months, or a few years later. Another one of those Illusions.

There are two ways of mastering Illusion: internally and externally.

This is how you master Illusion externally:

When you are faced with a situation, and you think the best way of handling that situation is to be angry, then you are going to be angry. You are *not* going to act angry, you are going to genuinely *be* angry. But a split second before you get mad, place an imaginary camera a few yards away to "film" the event. Now, you are on candid camera!

If you do this, you will be reacting voluntarily – and not involuntarily – to outside stimuli. You will be triggering your anger voluntarily. You therefore have greater control of the situation, because you can switch off your anger at will!

It also allows you to monitor the effects on the person you are mad at, and to adapt your behavior accordingly to create a win-win situation in

the end.

Now, the person you are angry at is not aware that you are mastering Illusion. Some may see this as manipulation. In Self-Combat, it is seen as an intelligent application of data.

It is manipulative if the objective of our anger is to create a win-lose situation. But not if both parties would gain in the end.

If our action is "bad", but our intention is good, then it is good – because we are doing something positive. However, if our action is "good", but our intention is bad, then it is bad – because the outcome is a negative win-lose situation.

Money and nuclear energy can be used positively, or negatively. So is *mastering Illusion*.

This technique of *mastering Illusion* externally can give us instant confidence – if we think it is best to be confident. We simply switch on our imaginary candid camera and "film" ourselves being confident!

If we think it is best to show patience, we are going to *be* patient. Not act patient. Great movie actors do not act – they become the person whose role they are playing. We can do this too. This means, that sometimes you need to be humble, genuinely humble – if you think this would help you communicate better with a person who feels threatened by your assertiveness.

(kiddingly)

Hey, guys, did you know we are on candid camera? Look over there! Smile!

BARBARA Let me illustrate with this interesting example:

We had a student trainee a few years ago, let's call him Nicolas, not his real name. Nicolas is crazy about girls. His dream is to date the most beautiful girl in town. His objective in life is to surround himself with beautiful women. He would feel very good if he manages to do this one day. But this wanna-be Hugh Hefner hadn't the slightest idea how he could make his dream come true. What he needed to do to begin was

obvious to us, so we challenged Nicolas to talk to three beautiful girls a day. That's fifteen a week – the weekends he could take a break and Do nothing.

(Laughter)

And if he went around doing this: just talking to three beautiful girls a day, he would have met with sixty in a month.

And this is how he should go about it:

A split second before approaching the girl he is attracted to, he should switch on his imaginary candid camera to "film" the event. And for 30 seconds, he would turn himself into a playboy and deliver his compliments. Or simply smile and say hello...

He is to completely forget his past, and his passive Illusion of what he perceives himself to be: short, unattractive, timid. And turn on the active Illusion that he is the most seductive playboy on this planet... just for 30 seconds!

He could soon return to his passive Illusion of a student if he wishes too – after being that playboy.

We asked Nicolas how serious or motivated he was about his objective, or if he was simply kidding us. We said if that was what he really wanted, to surround himself with attractive-looking ladies, this would be his first phase: talking to three beautiful girls a day. And that soon, he'd be realizing his dream.

Now, you guys are not going to believe this... Nicolas has now developed such a devastating smile to rival that of Jack Nicholson's! He could walk straight up to any girl and deliver his one-line compliment with such deadly effect that few could resist but succumb to his charm.

A few months later, we found this ordinary, bi-spectacled student transformed. He walked and talked with such ease and confidence we could not help but be impressed.

Nicolas can now switch from passive into active Illusion in a split second. He can be self-assured, at ease and confident. And he can also

be the shy, reserved student he was a few years ago if he chooses to be – depending on circumstances.

Someone protested after we had recounted his experience saying that he should have kept his true nature and not become the person he was not. But... what was Nicolas's true nature?

Virginy This raises some serious and interesting questions. Are we what we think we are?

BARBARA Remember what Jean-Paul Sartre said?

Virginy Yes. What's important is not what others have made of me – but what I make of myself, out of what others have made of me.

Monica I am afraid we might develop a split personality through *mastering Illusion*. Isn't there a danger?

Virginy I don't think you develop a split personality. It is a voluntary thought-of process. It is not an involuntary act, if I understand correctly... People with split personalities react involuntarily – they have little control over the images that come across their minds and therefore are totally unpredictable.

Monica You can be unpredictable too when you master Illusion. You can suddenly be angry, right? Or nice...

BARBARA That's right, we can change our behavior instantly to adapt to circumstances – but we do it in a responsible manner. Though we may be unpredictable, we are totally responsible and fully aware of our action when we master Illusion.

We also do it with a positive objective in mind. This is not necessarily the case with someone who is psychotic and unpredictable.

The person mastering Illusion is governed by common sense. If he chooses to be angry, he has a sound reason to do so.

ANDRE I think it would be clearer if we explain how you master Illusion internally. Again, we need to illustrate, give an example of how you do this...

Now, this is how you master Illusion internally:

Let's imagine there's someone sitting here... and he's called Clark.

Let's imagine Clark is in serious financial trouble... He needs two million dollars – or his company would have to file for chapter eleven. And he would not only go bankrupt if he didn't find the two million, he also risks sinking into a depression, as the last twelve months have been hell for him.

This morning, Clark found a client, ABC Inc., who might award his company with a four million-dollar contract! This would solve all of Clark's problems!

Shortly after he left the client's office, ABC Inc.'s CEO held an impromptu meeting with his vice-presidents, who all voted in favor of giving Clark the contract. But Clark would only be informed of the good news – next week!

You can imagine Clark sitting here... He is apprehensive about what's going to happen. He is still carrying the two million-dollar burden on his back. His mind is restless. He can hardly concentrate.

In fact, he should be feeling happy. He should be smiling. He should be relaxed – but he is not. He looks grim... and he is tense. That's how most "normal" people would react when they find themselves in such situations. And our Clark is no different.

Why is Clark feeling that way? Because he is living in his passive Illusion, still believing he has the two million dollars to find, when in reality, his client has just awarded him with a four million-dollar contract!

Now, Clark should be relieved if he knew, but since he is imprisoned in his passive Illusion, how is he going to behave tomorrow, and the day after tomorrow, and all throughout the week? Chances are, he might try to drown his Monkeys with more alcohol than he can handle.

He may lack confidence meeting new clients; become aggressive or irritable at work. This would not be conducive to solving his problems. He may even lose the actual contract should he be seen in this negative state by one of the vice-presidents who voted in his favor.

But what if Clark creates an active Illusion – and behaves as if he *had* the four million-dollar contract? Wouldn't he act and feel differently?

Anyway, he could only choose either one of two Illusions – an active or a passive Illusion. If he switches on the active, the passive is off. If he doesn't, the passive Illusion is on automatically, and he risks sinking into a depression.

Whichever he chooses is going to become his reality. It would no longer be an Illusion – it would be his reality. Because he is going to live it each hour – he is going to act and behave according to his Illusion.

BARBARA This does not mean that Clark should go on a spending spree and celebrate if he chooses to act as if he had the contract. He would still call in the Snake – and continue to create options. He would not count on the four million dollars, but would behave as if he had it.

Zack Yes, but that's false... that's a real illusion! How do you persuade yourself to believe in something you haven't got? I don't understand.

BARBARA What if you were one of the vice-presidents who voted to give Clark the contract? Would you not expect Clark to behave differently?

In reality... did Clark get the contract – or didn't he? What should be Clark's reality?

Zack He doesn't know he has it.

BARBARA Therefore he believes he hasn't. That's a passive Illusion! The reality is that he has it – he has the four million! He is simply living an illusion that he hasn't! And if he continues in his passive Illusion, he risks losing it!

Here's an incredible example of a man killed by his passive Illusion. This was reported in the French press, *Le Matin*:

A man was locked in by error in a cold storage room. Believing himself to be a prisoner of the cold, this man instantly felt its deadly effects – he froze up and became paralyzed. During his agony, he managed to find enough strength to write his impressions on the wall with a piece of chalk. When his body was discovered the next morning, it showed all the signs of a man frozen to death.

This tragic accident turned out to be extraordinary when it was discovered that the electric generator of the storage room was out of order, and that therefore the man shouldn't have died from cold. Yet, he killed himself... by the sheer force of his conviction.

Or his passive Illusion!

Ursula So, if I get this right, when we think we can't do it, it is a passive Illusion. What if we think we can do it? Is it still an Illusion?

BARBARA It is, you only think you can. It is just a thought. A passive Illusion. You haven't put your thought or Illusion into action! It becomes an active Illusion when you put your thoughts, beliefs or convictions into action.

A passive Illusion is something you think you know or have already experienced. An active Illusion is a thought – a new perception or decision that you put into action. Of course, this active Illusion does not guarantee success. However, it helps us feel good, behave normally – and is more likely to bring us what we want.

Ursula So, if I get it right, if Clark had created an active Illusion, that he had the four million-dollar contract, he would go about his day differently than if he thought he hadn't. Would he really create his reality this way? Andre said earlier on that once you have created your Illusion, it becomes your reality. Is that right?

BARBARA It is your reality if you act on it. If you think you can't do it – and lay in bed all week feeling defeated, your reality would be confined to the four walls of your bedroom.

However, if you think you can do it and jump out of bed each morning feeling excited, your reality will no longer be confined to your bedroom – you will be outside meeting people and be busily engaged in action.

When Thomas Edison thought of lighting up an entire city by the flick of a switch, most people thought he was in his Illusion. They were right. His Illusion has become reality. Edison put his active Illusion into action. So did Alexander Bell with the telephone. And thousands of other inventors.

The example of the man who froze himself to death in the cold storage room showed that his passive Illusion became his reality. If he had created an active Illusion that he was in a hot, steamy desert for instance, he would still be alive today. Don't you think?

Zack Are you saying we ought to lie and deceive ourselves and others if necessary, to reach our objectives?

ANDRE It is not so much a matter of lies or deceit than the sound application of data. Zack... if you have just been fired from your position, I am sure you wouldn't break the news to your aging mother if she happens to be seriously ill. Or would you?

Telling her the truth could worsen her state and make you irresponsible. Lying, or mastering Illusion makes good sense in this case. Yet most of us are incapable of lying convincingly because of *Shoulds*. *You should tell the truth* makes us bad liars and louses up situations.

Sometimes, you have to choose between lying to prevent a company from sinking – or telling the truth. For example, *Calling in the Snake* is mastering Illusion. Not calling in the Snake is irresponsibility – if you know your company is half asleep and could be caught with its pants down.

In war, an entire country can be galvanized through real or imagined threats. Likewise, we must be capable of mastering Illusion if necessary, to attain our objectives. Failing to do so effectively, and without guilt, demonstrates our inability to control the Monkeys.

Don't forget that *you* are at war with your Monkeys! They can snipe at you 24 hours a day – 7 days a week! Your enemies are not people or

situations, your real enemies are – the Monkeys!

BARBARA *Mastering Illusion* is mastering yourself. And this is what Self-Combat is all about – mastering our own fears and prejudices so that we are able to face all situations – good or bad.

As you understand now, it is deliberate deployment of information. You seek to enhance, strengthen or alter a situation by consciously shifting different sets of data.

If you think it is wiser to remain cool in a situation – *be* cool. If you think it is best to show anger – be angry. Emphasis must be given to the word "be".

If you think it is better to treat someone you are not getting on fine with as your best friend, you *be* a best friend to this person. And watch his or her reaction. You will be amazed at how fast you can turn him or her into your ally!

Though *mastering Illusion* is a premeditated act, it should not be perceived as such, but a genuine reaction of the moment. If you think that by being humble you could gain your subordinates' trust and cooperation – *be* humble. If you only act humble, you will be detected, and would fail disastrously.

Thus, one must be capable of being genuinely meek, arrogant, shy, confident, smart – or dumb, when a situation calls for it. And still keep an eye open.

Before mastering Illusion externally, make sure your priorities are sound, and you possess strong moral principles and values. When used in negotiations, it should result in a win-win situation.

Steven I do not quite understand the difference between *mastering Illusion externally* and *internally*.

BARBARA You master Illusion externally when you are faced with a person, or a situation. That moment, you choose your Illusion and the way you want to be in this situation to obtain a positive win-win result. Your Illusion is temporary. You master Illusion internally by having a more consistent or stable behavior or image of yourself.

Steven To master Illusion internally, must your active Illusion be permanent?

ANDRE It doesn't have to be permanent... Imagine tomorrow you have a blank check and walk into a boutique to buy yourself a suit. You could wear the suit for a day, a week, a month... If you like the suit, you keep it. If you don't, you may choose to buy another one.

That is to say, if you are an introvert, you may chose to be an extrovert for a day, a week – see how it feels to be an extrovert. If you enjoy the experience of being an extrovert, you may want to continue.

Your active Illusion could be you are the Manager of the Year. So you are going to behave like a Manager of the Year would behave. Your passive Illusion is that you are *not* the Manager of the Year. So, the choice is yours – you have two Illusions. If you switch on the active, the passive is off. If you don't, the passive is on automatically. Whatever you choose to *be* is going to be *your* reality. It would no more be an Illusion – it would be *your* reality – because you are going to act and behave according to what you choose to be.

It is not what you are that is stopping or holding you back – it is what you think you are not! This is important and I am going to repeat it once more: It is not what you are that is stopping or holding you back – it is what you think you are not!

We are what we are by accident. Remember the first session? All the data that we recorded during childhood and later on in life? It is just like we have inherited this big house filled with all types of furniture...

We didn't go out and buy this furniture ourselves. We are going to discover some junk in that house. Are we going to keep those junk data in our house – our subconscious – or are we going to change them for new ones?

Mind you, not all our passive Illusions are junk. Some are extremely valuable. We keep those. We create active Illusions only if our passive Illusions don't work any more.



Passive Illusion

All our past experiences in life are recorded in our subconscious as passive Illusions. If we think we can't do something, or believe we can, we are in our passive Illusions, as we are reacting subjectively to past experiences. Hence, we could have positive or negative passive Illusions – depending on our experiences. If you are presently satisfied with yourself and manage to obtain what you want in life, you can still go on multiplying your active Illusions.



Active Illusion

Whenever we are in the process of doing something, like changing our behavior, going to a rendezvous, starting a project, or simply trying something new – we are in our active Illusions. Once we have acquired these experiences – positive or negative – they form our body of passive Illusions. You can therefore create whatever active Illusion you desire – and test it. In other words, you are the producer, director and actor of your own life.

John I suppose we can create a collective Illusion – say, that we are the best company in the world, and get all our personnel on this active Illusion.

ANDRE Yes, but you would need to teach them all the other concepts we are learning here. The Illusion wouldn't be enough.

BARBARA *Mastering Illusion* is just a tool – a tool for change. Rapid change if need be. Once we understand the concept, we could really change for the better.

Peter Yes, but most people are afraid of change!

John I don't think so. Not if we explain the benefits of change. I love change. I'd be bored doing the same thing all over again.

Karen You really think we are ready for change? It depends on our culture.

ANDRE We shall be covering the subject of change in a few minutes...

Steven I would still like to get this straight: so, if I don't create an active Illusion for myself, it would mean I would stay the way I am? But I am still not clear about how I should go about creating this Illusion for myself?

ANDRE Have you been releasing your Tigers?

Steven I don't do it all the time.

ANDRE How many times do you eat a day?

Steven What do you mean?

ANDRE How many times do you feed yourself?

Steven Twice. Or three times a day...

ANDRE What if you fed yourself only twice or three times a month?

Steven I wouldn't survive...

ANDRE Your concern was if you don't create an active Illusion, you would stay the way you are, and how to go about it... Well, when you release your Tigers, you are on active Illusion. The passive Illusions are your Monkeys. So, if you take your Tigers for a walk regularly – you will more than likely end up with the personality of a Tiger.

Steven And I would also end up walking on four legs?

(Laughter)

Ursula That's why I'm feeling more solid...

Steven On four legs?

(Hilarious laughter)

Ursula Don't be silly... I mean I sometimes feel like a real tiger! I have been feeling quite solid the last three weeks. I didn't know I was on active Illusion since the first session!

ANDRE That's change in process... It is very rewarding, but you have to work at it progressively. If we just release our Tigers three times a day, we would eventually develop a Tiger reflex. We feed our physical body regularly for it to function, but do we feed our spiritual body? How can our mind function well if we don't feed it? So we need to feed it with positive new data for it to function at its optimal, and new data means change. Therefore, we will need to adapt ourselves to change...

Accepting change	Not accepting change
We feel good	We feel bad
We get new infos	No new infos
<i>Infos = Power</i>	<i>= No Power</i>
<i>Infos = Money</i>	<i>= No Money</i>
<i>Infos = Opportunities</i>	<i>= No Opportunities</i>
We advance!	We regress!

BARBARA In fact, we change all the time... though we are not quite aware of it. Change is inevitable. And we have two choices: to accept it or not to accept it.

If we accept it, what happens? We feel good! We learn new things, gather new information! We advance and we grow! If we don't accept it, what happens? We feel bad. We get hit by *You want / You can't*. We don't learn things, we miss out on information. We don't advance, hence, we don't grow.

ANDRE The fact is we all change. And we continue to do so. We change physically – from baby to adolescent, to adulthood. We change materially – jobs, cars, homes. We change socially – friends, husbands, wives, lovers. We change psychologically – our perceptions, behavior,

values... So why are we sometimes terrified or resistant to change? Is it because of pride? Fear of the unknown, of losing? A need for security? If it is, these are obstacles to our growth and to our capacity to maximize our potential.

The only security you have in life is the firm belief that you can master yourself – and the situation you find yourself in. If you possess this conviction, you will not only experience security – but also freedom. Freedom to change, and to discover new things.

We cannot hope to have security – financial or emotional security. They can be taken away from us at any time... Divorces and separations prove it; bankruptcies and money worries prove it. You can't be secure about something while you unconsciously worry about losing it! If you worry about losing your position, your fortune, your loved ones – you have no real security!

Furthermore, sooner or later we will get a call from Bob. So, where is our security? It is a total illusion. We can't even hope to feel secure where we actually live – in our bodies!

However, if we create an active Illusion that we are going to continue living when we get back to the Other Side – our fear of the unknown would greatly diminish.

Imagine you are immortal! Of course, this is an Illusion. We know that. But fearing that you will not live on is also an Illusion. Now, which of these Illusions would you rather have?

If we chose the latter, we are going to be fearful of the unknown. We are going to be fearful of losing. We are going to be fearful of change... and we are going to be afraid of living! Life is a constant movement, it is constant change – it is ever-flowing. It is everything but stagnation.

Karen And what if it is our pride that's causing our resistance to change?

ANDRE We shall deal with this in a concept called Immersion – before the end of the session. We shall discover that pride is weakness, and not strength, as we have been led to believe. Therefore, the prouder you are, the weaker you become.

Someone recounted this to me: no matter how strong the wind is, it can't break the stem of a grass, but it can fell a tree. Why? Because the tree doesn't want to bend, it is too proud. I think it is a cute story...

BARBARA Bending means bending from left to right, or right to left – and back again. It's an exercise in flexibility... and adaptability to change.

ANDRE And this brings us to the management of paradox: being tough and soft, firm and flexible... The concept of duality: the Yin and the Yang. To be whole, we need this duality. We need to have strong convictions – and be open. To be confident and humble at the same time.

To have compassion, and yet, to be emotionally detached.

Monica How do you balance this? In fact, you are saying we need to practice empathy, and also have the ability to perform like a surgeon. I've tried this, it has never worked.

Helen It is tough...

ANDRE It depends on how you handle the situation.

For instance, you can decide well in advance not to give, or show any compassion to beggars should they accost you in the streets. This should be a decision – backed up by your own reasoning why you wouldn't give.

Now that your mind is clear that you have no obligation whatsoever towards beggars, you will be free to exercise your compassion whenever you feel like it. This works wonders. You are not in conflict because a prior decision was made, and you have the discretionary power not to give or to give when you feel compassion for someone. It worked for many of our trainees: since they were not forced to feel compassion, they were free to express themselves spontaneously. Try it this way, see if it works for you.

Monica So, in fact, you learn to be tough through reasoning and being decisive, and soft through being flexible and spontaneous.

ANDRE That's correct...

Now, the next concept of duality is black and white. Or night and day. In other words, we need to perceive the positive and negative sides of a person, or a situation. A situation is never totally black or white. So try to see the positive side in a negative situation. And the negative side in a situation that appears all positive to you. This allows you a balanced perception, and access to two sets of information.

You apply this paradox to people you meet too.

Monica So, someone could be really nasty and disagreeable, and we are supposed to look for the rose amongst the thorns, is that right?

ANDRE That's beautifully expressed!

Monica My grandma told me that. But she didn't really show me how to do it, and more often than not, I get pricked by the thorns while trying to find the rose. That's why it never worked.

ANDRE Each time you find someone behaving aggressively or negatively towards you, release your Cd2 *You're OK, she/he is OK*. You'll be amazed at how fast the rose in the person would appear before you.

Helen What if someone appeared white, must we see the black side?

ANDRE I do. It helps maintain a healthy balance in my perception of people. It doesn't mean that I would react negatively to the black side. It helps to know it exists. I'd rather someone see or accept my black side now, rather than reject me altogether when she/he finds a tiny black spot on me a year later. We all have our tiny black spots...

(Laughter)

Helen Yes, it is like throwing away the bath water and the baby with it as well...

ANDRE Right... This is wanting to be perfect, wanting it your way... Another example in politics is the right versus the left; the right would systematically throw out ideas, good or bad – from the left, and vice-

versa. Happily, it balances in the end.

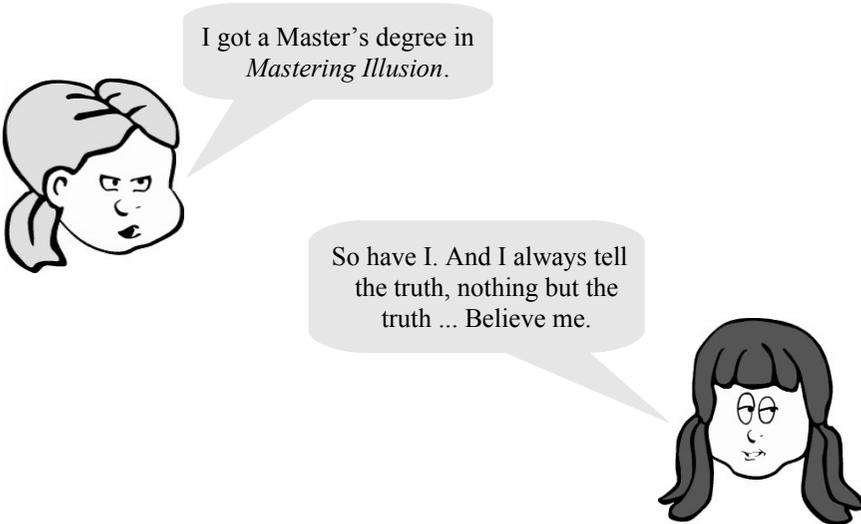
BARBARA Another paradox is honesty and deception. Though it is healthy to be honest, we need the ability to lie if a situation calls for it.

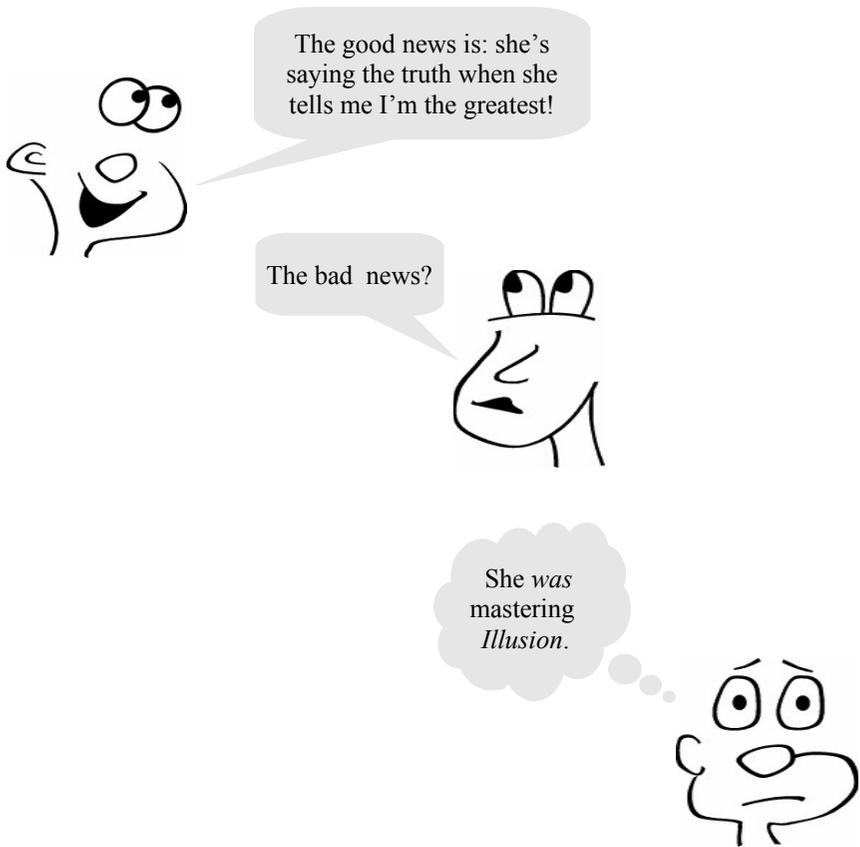
Now, the person you are lying to should not be aware that you are lying, or mastering Illusion. In Self-Combat, lying should not be used as manipulation – but intelligent application of data.

It is manipulative if we lie systematically with the aim of creating a win-lose situation. But not if both parties will gain in the end. As we said earlier: If our action is "bad", but our intention is good, then it is good – because we are doing something positive. If our action is "good", but our intention is bad – it's bad; because the end result of our lying is a negative win-lose situation.

Zack I can't lie. It's not my nature... I don't think one should be taught to lie.

ANDRE You would always tell the truth?





Zack I was brought up that way. I always speak up if I disagree. I'm frank... I say what's on my mind. If I think it's bad, I say so. I don't try to beat around the bush. I feel good this way, being honest with myself.

BARBARA What if you honestly thought your son would never make it in school? Would you honestly tell him what you think?

Zack I say the truth, I tell him what I think.

BARBARA You wouldn't encourage him at all?

Zack No, I'd tell him the truth. I'd give him my true opinion. Maybe he ought to leave school and do something else.

BARBARA Researchers who did experiments have shown that when they lied to kids who were doing badly in school, telling them the contrary, that they were doing well, these kids actually improved and did better.

So, sometimes it may be good to lie – if it is done constructively.

ANDRE Warren Bennis in *The Unconscious Conspiracy* wrote:

<< In a study of school teachers, it turned out that when they held high expectations of their students, that alone was enough to cause an increase of 25 points in the students' IQ scores. >>

Telling the truth to someone that he or she would not make it could do more harm than good. Kids need encouragement to succeed. So do we. Furthermore, it would be pretentious to think we know the truth.

Maybe some of you would like to comment on this...

Georges It gets complicated when you have to lie. It is better to keep as close as possible to the truth. I mean it is better to be honest. You are sincere... It's easier to be sincere if you are honest. Lying can really complicate things.

Roberto Not necessarily. I don't think it is that complicated, I think sometimes you just need to present things differently. You can't be too direct, or this can hurt. So you look for ways to cushion the shock.

For instance, I never tell my sales people the truth, if I think they did poorly. I always praise them first for their efforts. Then I explore the possibilities and areas where I think they can improve on. This way there is no real need to lie. Or tell the truth!

Georges That's not a bad way to go about it.

ANDRE In managing paradox, we also find that we need to be generous and selfish. Organized and spontaneous.

We need to be a dreamer... but with our feet firmly planted on the ground. We need to be able to move fast and to take things easy.

The ability to shift rapidly from one extremity to the other leads to

balance in the individual. And we do not have to be a superman or superwoman to do this – just practice.

BARBARA By knowing yourself, knowing your values, having strong convictions and being open, you manage paradox.

Monica So we have a passport to both worlds?

BARBARA Sort of. Those who practice the management of paradox have reported that they feel more stable.

Since they have access to a wider field of expression, they have become more flexible and adaptive to situations.

Monica It's true that we are taught to be either tough or soft, but never tough and soft. This is rare. If we could change our personality, our adversary would be unable to predict our behavior!

Tell me, wouldn't they think you are loose somewhere, I mean in the head?

BARBARA No... You command more respect though – because of your unpredictability. However, that's not the aim. The importance is that you become more objective, open and flexible. These are qualities we learn to develop by managing paradox.

Steven How do you dream with your feet firmly planted on the ground? You would have be an acrobat to do this...

(Laughter)

ANDRE Be down to earth, be pragmatic – be creative. That's what it means. You need to use your right brain to be creative. You need to dream of ideas, but you would also need to see how these ideas could be realistically implemented. You can't come up with a fancy project or idea that would cost a bomb, or take ages to realize. Hence, you need to be pragmatic and cost conscious. And you need to be innovative.

If we are too much of a dreamer, we get nothing done concretely. If we are too down to earth, we won't come up with original or innovative ideas. Therefore, we need to juggle between the two.

If you are a visionary running a company, you need a right hand man that makes sure your dreams come true. He is the pragmatic guy you need to have beside you while you dream.

Virginy Most people are either right or left brained.

Zack Could you explain?

Virginy The brain is divided into two hemispheres, right and left. The left half is the logical, reasoning and rational half. The right half is the creative, artistic half.

The right half is more visual, imaginative...

BARBARA And we need the two...

Peter That's why Bob or whoever put in two halves...

(Laughter)

ANDRE Yes, and we function better if we use the two halves – rather than one half.

Peter I am into numbers all day. It is true I feel better when I can play my saxophone in the evening. Music takes me away from figures, which can drive you nuts when you are at it all day.

This world is made to balance somehow. You have male/female, negative/positive, left/right, night/day... They are opposing forces drawn together.

Ursula So managing paradox is rolling with the Pigs and Doing nothing... working hard and taking breaks...

ANDRE Rolling with the Pigs is doing what has to be done – not necessarily working hard. It is more of a confrontation when we roll with the Pigs. We face up to unpleasant tasks or decisions.

Ursula Can one be selfish and generous at the same time? Could you develop this further?

ANDRE You need to think of yourself, but you equally need to think of others.

If you don't think of yourself nor take care of your desires or needs, you are not going to be happy or fulfilled. Once we are happy and fulfilled, we have a natural tendency to want to help others; we would feel like caring for those around us. We would feel more generous...

We can be generous with our time... our affection. We can be generous with our money – if we have more than sufficient.

Somehow, when you take care of those around you, you are less centered on yourself and you feel happier. I am sure you have already experienced this.

We have a concept on cohesion which can give us a clearer picture of how we can care for others and of our role in society, especially at our place of work. It is called 99/1.

99/1

The concept of 99/1 means when you are working for a company, or when you are running a company, you want to believe that *you* own 99% of the shares. This means you practically own the company!

Now what happens when you put the concept of 99/1 in practice?

Well, for instance, when you get out of the toilet and the light is on, you switch it off! Why? Because it is *your* money burning away. *You* own 99% of the shares. As the company belongs to you, you take care of it; you are also cost conscious.

When you see your colleagues discouraged about something, you go and cheer them up. They work for you – you own 99% of the shares.

When you see a piece of paper lying in the corridor, you pick it up. Someone may slip on it and break a leg.

In other words, since you own 99% of the shares, you are going to pay closer attention to the company and the people working in it.

But what happens if you practice 1/99 – meaning you own 1%?

1/99 would mean you own only 1% of the shares. If you believe you own 1% of the shares, unconsciously you are not going to care that much. Why should you, since the others who own 99% are going to reap most of the benefits?

If we start having this attitude, we simply are not going to care that much for the company we work for.

When it happens, three items on the balance sheet go bananas: administration costs, operating expenses, and fixed assets.

You will hear chief executives wanting an extra secretary, a chauffeur or an assistant – and administration costs get blown-up. You will hear salesmen wanting to travel first class, and lunch at expensive restaurants.

You will hear things like: *"Don't worry, let's put it on the company bill."* After all, the company should be paying for it. And operating expenses go bananas! You will hear others wanting the latest machines. Claiming for brand new offices. Let the company pay for it! And fixed assets get blown out of proportion.

When these three items go bananas – what happens to profits and reserves?

Zero! The company has no money. And when it is faced with a crisis, the company is often found standing on jelly legs. It simply does not have the financial strength to withstand a crisis.

Worse, the morale of the company would be at rock bottom because nobody cares. In everybody's minds, they all own only 1% of the shares. They are practicing 1/99 – instead of 99/1.

99/1: All for one and one for all!

The fact is, when we work for a company, we actually *own* that company. Where do we get our money to buy our clothes?

From the company!

Where do we get our money to buy food to eat?

From the company!

To pay for our rent?

From the company!

To pay for our gasoline?

From the company!

To send our kids to school?

From the company!

Where do we get our money to go on vacation?

From the company!

So, we own the damn company. But if we practice 1/99, we are simply not going to care for the company that we depend on – to stay alive!

When we practice 1/99, we are in fact committing hara-kiri. We are killing the cow that is providing us with the milk.

99/1 means we own the company we work for, and we should therefore be taking good care of it.

If we reason further, 99/1 also means we own the country we live in and we should take good care of it. We own the world – and therefore we shouldn't pollute it – or risk having freak weather conditions and natural disasters.

ANDRE To manage paradox is to think of yourself and of those around you.

Now, to think of others and to relate positively towards people around us – our work colleagues, members of our family, friends, strangers... and everything else around us... we need to really know who we are in the first place.

I sometimes ask a person this question: Are you French, or are you European? Are you a New Yorker, or are you an American? Why? Because when a New Yorker comes to Europe, he often tells people that he is an American. But when this same person goes to California he is no longer an American but a New Yorker.

The same thing happens with a Parisian. When a Parisian goes abroad, he is either French or European, but when he goes to Marseille or Lyon, he becomes a Parisian.

If you could ask a raindrop, a pool of stagnant water, a river or a lake, or the water in a bottle of Evian, where it comes from – the answer would be rapid: the Mighty Ocean! Simply because the water knows its true source.

So, the question we ought to ask ourselves is: Who are we? And where do we really come from?

In the beginning, we were just like raindrops. We too come from the Mighty Ocean – the Mighty Cosmic Ocean! And like a raindrop which could fall into any lake, river, or pool of stagnant water, we too, could have fallen into any family in this world.

Our mothers did not really "make" us. They only served as vehicles to get us to earth. Our kids – they do not belong to us. We ought to treat our kids, parents, friends, strangers as individuals – as independent entities.

We need broader concepts, and values... We need a greater vision of who we are, of our true selves. Now, we could go on talking about this, but it would only be words...

Concretely, is there something we could do to expand our vision? Yes.

There is an exercise to help expand our consciousness and broaden our vision: the Pro-Cd5.

With the Pro-Cd5 (which is a projected Cd5) we shall get a glimpse of our Higher-Self, which can lead to a greater understanding of our existence.

BARBARA The Pro-Cd5 will get us to experience the First world. It is simply a projected vision of ourselves. You start this exercise by looking at yourself from a horizontal angle, say a few meters away, to where you are sitting now. You can at first use your imaginary candid camera to help you do this.

Now, walk your mind to the street outside... and look back at yourself from there... Can you vaguely see yourself?

You could do this in the quiet of your home. While you are sitting in your living room, walk your mind to the kitchen and look back at yourself. You can walk your mind to any location and look back to where you are.

Once you are good at looking back at yourself horizontally, you want to try seeing yourself vertically from above – and below.

Try and see yourself from above the ceiling first... Then from the roof of a building... Imagine you are a giant – you are 110-storeys high, and you are looking down at your feet... What would you see? You would see people mingling like ants around your feet!

If you do the Pro-Cd5 in the street, you will also look like an ant. If you go further up in the sky, and look back at yourself, you will resemble a microbe.

Next, imagine you are a lonesome flea in a busy salon looking up from the carpet. What would you see or feel? I bet you would see giant menacing steps swirling around you, and you might flee for cover.

When you do your Pro-Cd5 horizontally and vertically, you are in fact expanding your consciousness. You are acquainting yourself with the First world.

Remember the three worlds we talked about? The First, Second and Third world? None of these worlds are inferior or superior to the other. They are just a state of being.

The subconscious world is called the Third world. The Second world is the world of consciousness. In the Second world, the intellect is switched off and there is an absence of analysis and judgment. There is also an absence of emotion.

The First world is a state of heightened awareness, and can only be reached through regular practice of the Pro-Cd5.

So, you do your Pro-Cd5 by rising progressively: you see your town, the shape of your country, the Earth... Now, at a certain moment during your Pro-Cd5 from the sky, you will look outwards, towards the stars and planets – instead of downwards.

You should remain 100% conscious and see – observe the stars, the immense universe around you – and feel the silence around you.

You may remain conscious, observing the stars and the immensity of the universe around you, till you feel like returning. To return, you simply look for the Earth amongst the stars in the cosmos and hover above it. If you lose sight of the Earth, simply visualize it before heading towards its direction.



You next look for the contour of your country... and you slowly but consciously descend till you are above your city.

Then you try to see the roof top of your home – before entering your living room.

If you do a prolonged Pro-Cd5 at home, say 30 minutes or more, it would be wise to make sure that you would not be disturbed. Should you be interrupted during your trip, you would experience a mild shock by returning too abruptly, which can be disagreeable.

ANDRE You will be amazed at how you feel when you return from such a trip. You could stay up there in the cosmos for ten, twenty minutes, or more. You could also hop up and stay for two or three minutes.

To facilitate the exercise, it is recommended to do a Cd5 (*You're seeing, hearing or feeling the moment*) a few minutes before you start.

Now, there has been a lot of controversy regarding this exercise. Those who succeed in doing a prolonged Pro-Cd5 have reported experiencing peace, serenity, and intense love towards others on returning from such a trip.

There are those who are reluctant to attempt the experience, for fear they might be sucked into the cosmic black hole when they are up there. Fear is stopping these people from reaching the First world – a state of peace, serenity and union with the Mighty Cosmic Ocean.

Is it really fear that is stopping some of us... or is it our Ego?

We must understand that we are Part and One in this immense universe. We are the tree, experiencing life in the form of individual leaves. We are not only the individual grains of sand on a beach – but also the magnificent beach itself.

We often fail to perceive ourselves as the magnificent beach; instead we think we are the individual grains of sand. Hence, the importance of letting go, of losing our Ego – before we can truly experience union with others, and with the Universe.

A raindrop loses its Ego when it immerses itself in the Mighty Ocean.

We too can lose our Ego through Immersion and become One. One with our fellowmen. One with the Universe. One with Ultimate Reality.

Is this possible?

To let go is to jump into a glass of water like a sugar cube would – to dissolve itself, and become sugared water.

Losing ourselves does not mean that we lose our heritage – or our values and culture. But losing ourselves leads us to expand and broaden our understanding of who we really are.

With the Immersion, we can temporarily immerse ourselves with someone – for a split second – and feel complete harmony and union with that person. To do so, you take the skin of that person you immerse with. You temporarily are that person – and feel it.

The fact is, I could have been you... and you could have been me – if you had been born the same day, the same hour, the same second, and into the same family as I.

We could be raindrops falling into the same lake, the same day, the same second, and we could have been that lake.

So, when you do an Immersion, you look at the person in front of you and for a split second, you cease to exist, you are that person in front of you. You *are* him, or her.

Steven I don't get you. You mean you imagine you are that person?

ANDRE No, if you imagine yourself to be someone, it is not an Immersion as you create a separation between you and the person you imagine yourself to be. Therefore it is not an Immersion.

Immersion is when two drops of water merge together to form a bigger drop or entity. The outcome is one drop and not two drops.

So when you immerse yourself in someone, you temporarily cease to exist. You become one with that person. Hence, you *are* that person.

If you see a man who is angry at you for some reason, and you do an

Immersion with this man, you would not be affected at all by this man, as you are him.

BARBARA Here is another example... Any of you heard of Nicole Viloteau?

Ursula Oh, yes... she's the woman who tamed the dragons of Komodo. I saw her on TV.

BARBARA Those dragons are extremely wild animals. They can rip you apart in a matter of seconds. When journalists asked her how she manages to approach those dragons and not be afraid, her reply was, she is one of them – she is a dragon herself!

She added: *“You're not afraid of those you love.”* And she loves those dragons. She is able to lose herself and be a dragon!

Steven What's the objective of doing an Immersion?

ANDRE There is no real objective other than to experience union and unconditional acceptance of the person you are doing the Immersion with.

If you tried to do the Immersion for any other reason, you would not be able to experience this union.

BARBARA The world is what it is today because we are separated. There are countless divisions. We are seeing ourselves as grains of sand. We are no longer the magnificent beach. We don't perceive ourselves as a whole – but as fragmented pieces!

When that happens we experience conflicts at work. We experience jealousy, resentment, non-communication and disharmony in the world we live in.

We need leaders who can create a better environment. We need leaders with broader visions and higher values – if we are to evolve and progress in the third millennium.

ANDRE We could also turn ourselves into Invisible Leaders and create our own environment. An Invisible Leader is someone who is not

exposed to the media or public, but is supportive towards life.

Monica And how do you become an Invisible Leader?

ANDRE Simply by exercising the power we have. If we can maximize our potential, we can equally maximize the potential of our own environment.

We all possess unlimited power. Positive and negative power. Power to support life and people. And power to kill and self-destruct.

Mastering Illusion is an example of the positive use of this power. In Self-Combat, we also use this power for Invisible Leadership.

Here is how you can become an Invisible Leader: you simply share your Self-Combat tools with others.

You need not tell others that you are practicing Self-Combat – you simply share what you know with people around you. You show them how to sting the Bull. How to grab the Monkeys, shift the Body... Of course, you would need to have practiced these concepts first, before explaining to others how they too can put them into action.

BARBARA Invisible Leadership is about giving and receiving. For that, we need to be in a S.O.I. State. To give: be **Sincere**, be **Observant** and be **Interested**. To receive: be **Spontaneous**, be **Open** and be **Ignorant**.

Know what motivates people. Studies have shown that it is often a desire for love, money, sex, recognition, acceptance, power, success and immortality.

When you are giving, don't expect anything in return – or you are no longer giving, but exchanging.

Monica And what else should Invisible Leaders develop?

ANDRE Fearlessness and fire in the belly.

Monica You mean they need to talk with their guts?

ANDRE Yes. And you can only talk with your guts if you have deep conviction and a strong belief in what you are doing. To develop this, Invisible Leaders need to be open – and humble enough to put themselves to questions. This means accepting criticism.

It also means putting aside our ego.

Steven Boy, that's not easy. But aren't we supposed to be confident, dynamic, persuasive, courageous...

ANDRE Yes, you are, that's the Yang. You'll have to develop the Yin – the soft side. You need humility, patience. You need to be ignorant. By being ignorant, we open ourselves to new information! We grow.

John I think a leader must create a future, and motivate his men to work towards that future. He has to have a global vision. A realistic long-term objective. Of course, you have to be highly motivated yourself.

ANDRE Leadership is about responsibility. The creation of values. Commitment. And stimulating growth. Help your men grow and your company will grow.

An Invisible Leader helps people around him or her – so that people feel good and, in turn, become responsible. By so doing, Invisible Leaders create their own positive environments.

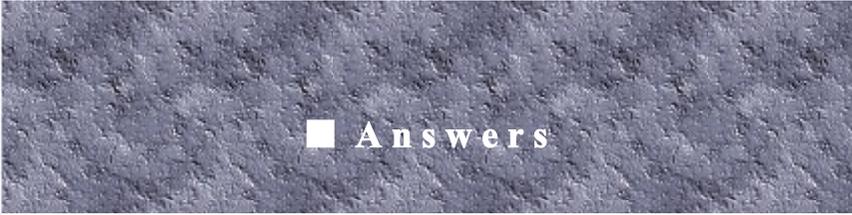
One last thing! Know your concepts well before sharing them. The world needs you...

To close this 4th session, here is the last quiz.



■ Quiz

1. What is our real objective in life?
2. Remember the fax from Bob's secretary? What's in the PS?
3. In a related anecdote, what was the error committed by the elder brother who came to This Side to have fun and to feel good?
4. When pressured, why do we draw a circle?
5. When you master Illusion externally, what happens?
6. What's the difference between a passive and an active Illusion?
7. What is Jean-Paul Sartre's quote that applies to Self-Combat?
8. If we accept change, what happens?
9. The concept of 99/1 means we own the company we work for and should therefore be taking good care of it. If we push this concept further, what would it mean?
10. How do you lose your Ego?
11. What's the purpose of doing the Immersion?
12. Why is there so much conflict in this world today and what can we do?



■ Answers

1. Simply to feel good. The final objective of what we do or plan to do is really to feel good.
2. Be happy, don't worry. He's OK and you're OK.
3. He mistook the finger to be the moon!
4. Because it helps alleviate pressure and allows us to work normally towards solving our problems. Without it, we would be overwhelmed by our Monkeys, and may even panic as we would not be able to think clearly.
5. We would be reacting voluntarily – and not involuntarily – to outside stimuli. In Self-Combat, it is considered as an intelligent application of data.
6. A passive Illusion is something you think you know, or have already experienced. An active Illusion is a thought, a new perception or decision that you put into action. Of course, this active Illusion does not guarantee success. However, it helps us feel good, behave the way we want to behave – and is more conducive to helping us reach our objectives.
7. *“What is important is not what others have made of me – but what I make of myself, out of what others have made of me.”*
8. a) We feel good! b) We learn new things – gather new information. c) We advance and grow!
9. It would mean we also own the country we live in and we should take good care of it too. We own the world – and therefore we shouldn't pollute it – or risk having freak weather conditions and natural disasters.

10. You simply project yourself on to the moon and look back at your *corpus humanoid* – then compare its weight and size to that of the universe.
11. There is no real objective other than to experience union and unconditional acceptance of the person you are doing the Immersion with.
12. The world is what it is today because we are separated. There are countless divisions. We are seeing ourselves as grains of sand. We are no longer the magnificent beach. We don't perceive ourselves as a whole – but as fragmented pieces! What can we do? Be an Invisible Leader!



■ Epilogue

BARBARA Here are some quotations we can contemplate:

“The significant problems we face cannot be solved at the same level of thinking we were at when we created them.”

– Albert Einstein

“What is important is not what others have made of me – but what I make of myself, out of what others have made of me.”

– Jean-Paul Sartre

“What lies behind us and what lies before us are tiny matters compared to what lies within us.”

– William Morrow

“The only limit to our realization of tomorrow will be our doubts about reality.”

– Franklin D. Roosevelt.

ANDRE Now, Barbara and I are going to run through and give you a summary of the four sessions.



■ Summary

This is a short summary of what was exposed during this seminar...

SESSION 1

1+1 = 2

This concept teaches us to be simple, rapid and effective in the complex world we live in. We must get back to basics, keep things simple and be flexible, so we can move fast if need be.

How we function

Our subconscious can be compared to a computer or videotape recording machine, with the difference that whatever is recorded cannot be erased.

Whenever we are paying acute attention to seeing, hearing or feeling, we are simultaneously recording our experiences in our subconscious mind. All our past experiences, since early childhood, can be brought to play today – either voluntarily or involuntarily.

Types of data in our subconscious

The types of data that are recorded by the individual fall into three distinct bodies: Parent, Child and Adult.

Parent data: A two or five-year old who does not have sufficient experience to modify or correct for himself records whatever is told to him as truths. In the *Parent* were recorded all information that were either constructive or destructive to the child in later years.

Child data: Due to the situation of childhood, a child is likely to record feelings of timidity, discouragement and inferiority when often criticized. Happily, there is a positive side: there are the recordings of many first discoveries. This is the happy and bright side of the *Child*.

Adult data: At a later stage, he develops the ability to find out for himself what is different about life from the "taught" concept of life in his *Parent*, and the "felt" concept of life in his *Child*. The *Adult* grows and increases through training and use. It often demands to know why, what, where, when, who and how?

The three Early Conclusions

The constant "Don'ts" and "No's" that bombard the child make him come to the first early conclusion of himself:

You're not OK, they're OK. In this first appraisal of his childhood position, the child believes *they* are OK – they can make him feel so good and they can make him feel so miserable. Since it is a situation of childhood, the bad outweighs the good.

If these negative situations persist, the child may come to another conclusion, that of: ***You're not OK, they're not OK.***

You're OK, they're not OK is the third conclusion. This attitude is held by a child who finds that almost everybody is against him, and is part of a natural defensive/offensive mechanism at play.

We all came to these three Early Conclusions, in varying degrees.

Birth of the Ramifications

These three Early Conclusions gave birth to ramifications. The three Early Conclusions and their ramifications – which are thoughts or mental states also known as Monkeys – remain stored in the subconscious, and any of them can be played back today.

These thoughts or Monkeys would each play a “bad” tune. The “bad” tunes, once recognized, help in knowing which Monkeys are causing us to malfunction.

How strong are your Monkeys?

Your first task was to evaluate the strength of your Monkeys. You need to identify and evaluate the strength of your adversaries before confronting them. So, you evaluate them to see if their power over you would diminish in strength as you pursue your Self-Combat training.

Run through the thoughts again and reevaluate their strength.

Grab your Monkeys...

... through a simulation and a confrontation. You simulate a situation and try to identify the culprits that are most likely to attack you in a given situation.

Learning to identify our own Monkeys and getting to know them well is vital to our mental health and work performance. We also learn to lure our Monkeys into the open with a confrontation.

Creating your own Counter-Thoughts

For each Monkey, there should be a Counter-Thought or Monkey-

trap. A linkage of two thoughts: one negative and one objective thought – so when triggered simultaneously, the latter would take precedence.

We must understand how our Monkeys were born before locking them away as archaic data. In Self-Combat, we are given a choice: we can continue to keep our old patterns of thinking and be prisoners of the past, or we can choose to create our own Counter-Thoughts and avoid being controlled by our oppressive Monkeys.

Release your Tigers!

Having control of your subconscious, you can "command" your positive thoughts, or Tigers, to take charge of any situation.

During the day, your Tigers will follow you and protect you from the Monkeys. You should release the Cd5, *You're seeing, hearing or feeling the moment* three times a day. And the Cd1, *You're appreciative of what you have and what you can do*, twice a day.

Sting the Bull with 3 Bees

To stop the Bull, get your priorities straight. Delegate. 30/70 is the ratio that you should aim for in your time management schedule. Meaning 70% of "reserve" time and 30% of "scheduled" time – time that is dedicated to your imperatives.

We also need to send our Bees to sting the incoming calls.

Stinging the Bull with 3 Bees is being decisive and getting to essentials. Concentrating on tasks that are most important, which are our *imperatives*.

SESSION 2

You are important to...

To maximize your potential, you need to realize that you are an important person. Reflect mentally on all the reasons why you are important to others.

Not only must we realize that we are important, but we should also treat other people as important. This exercise is vital if we want to progress and feel good with ourselves.

Call in the Snake

To call in the Snake is to create an illusory danger – or be prepared for danger, as it is human tendency to fall asleep when things are going on fine.

Call in the Snake therefore means creating options. Option is power to move away from danger. Having options would increase your confidence and power of negotiation. You also avoid being emotionally or financially dependent on someone when you call in the Snake.

Roll with the Pigs

To roll with the Pigs is simply to confront yourself with unpleasant tasks or situations. It's action! And learning from action.

The objective is to clear our mind so that we are ready for new action. We also develop endurance by rolling with the Pigs. So, daily, you look for a Pig then roll with it for ten minutes.

Shift the Body

If you don't want to be rigid – shift the Body. When you shift the Body, you get a chance to see a situation from different angles. You are flexible and you adapt to situations more easily.

Furthermore, you collect new information. And information is vital in a competitive world. You could shift your Body with 50/50. For it to be effective, your communication has to be *two-way* – give and take.

When you speak to someone – a friend, colleague or client – think of what you can bring to the person. Ask questions. Be attentive!

Most people practice 90/10 or 10/90. 90/10 is when you speak a lot, but you hardly listen. You spend 90% of your time talking and giving away information. And only 10% of your time collecting information.

You are doing 10/90 when you remain passive during a conversation. You don't ask questions. You don't give your point of view because you are afraid of disapproval or ridicule. You don't assert yourself – therefore, you just listen passively.

90/10 and 10/90 are unilateral communication systems – a one-way system. So, if you are still using 90/10 or 10/90, change to 50/50.

50/50 also means communicating in silence. Don't force a conversation on someone if you have no desire to talk... 50/50 equally means you can apply 90/10 or 10/90 when necessary – but not systematically.

The concept of 50/50 is about people. People are important. Apart from that, they are also the source of all information. So, be sincere and spontaneous in your communication with others.

Ride the Eagle

Riding the Eagle allows you to see long term. You anticipate and plan ahead. It is seeing beyond the obvious. It is strategic reasoning – treating small clients with the same attention and respect as you would big clients. Because a small client has the potential of being a big client one day.

With strategic reasoning, a situation is never totally white or black. So look for the positive side in a negative situation. And try to see the negative side in a positive situation.

To ride the Eagle is to stand back so that we can judge events better. Being detached and having a bird's view of the jungle.

SESSION 3

Create yourself an objective

To maximize your potential, you need an objective and to be motivated. Hence, you need to know what you really want in life – before you can establish yourself a long-term objective.

Here is a reminder of the three types of failures:

- the first type, someone who knows what he wants; has a clear defined objective but pursues it ineffectively.
- the second type of failure: someone who is highly motivated; has tremendous amount of energy and talent – but no clear defined objective! He is a powerful ship without a rudder!
- the third type of failure: a combination of the two – a person who is neither efficient, nor has he a clear defined objective in life!

Our objective could be personal or professional. But it is something we would really like to do, or want to achieve, in this lifetime, or dream of achieving. Hence, we mustn't put any limits on it.

Check your level of motivation

How do you know the objective you set is something you really want out of life? For this you need to measure your motivational level. On a scale of 1 to 10, where are you situated with this objective? Is your level of motivation situated way up high at 8, 9 or 10?

So make sure your motivational level is high. If it isn't, review your objective.

Divide your objective into three phases

Once you are absolutely sure of your objective, the next step is to divide the process of getting there into three concrete phases.

It has a great psychological advantage because when you begin phase one, subconsciously you are already one-third there on your journey. When you begin phase two, you are two-thirds there! And there are only three phases!

If you have too many things to do, you can feel pressured, or even discouraged when you encounter a string of obstacles. Hence, it is important to start out with a psychological advantage.

Carry your 5% Error Bag, your Options Bag, and your Shield

You need them on your road to success.

Accept your errors, keep your Options Bag filled and verify your information. When you don't use your Shield, the negative information you receive goes directly into your subconscious as a fact. And it can destroy your initiatives and motivation.

Do your Projection in time

What happens if you do get discouraged? What happens if you are still on the road to success, but you are down in a "hole"?

When you are in a position where all seems at a standstill, you simply project. You do a Projection in time.

It is necessary to do your Projection at regular intervals. It will fuel you with hope, enthusiasm and confidence. So, keep projecting in time, keep projecting to your final destination – your final objective!

Do nothing...

Don't forget to Do nothing!

Doing nothing is just as important as doing something – so, take a pause... Give yourself a break.

Check with Department 33284

If you are still unable to Do nothing, check with Department 33284!

While you are Checking with the Department, make sure to ask for Bob's Bag. It is real handy if you lose things – you wouldn't get such a heartache. Or be drowned in sorrow.

Don't hesitate to ask for Bob's secretary if you want to reread the fax sent to us – the one with the PS on it: *Don't worry, be happy!* So, while you are on vacation here, feel free to do whatever you want before you get a call from Bob. In fact, that's the message from the Department.

SESSION 4

Create your active Illusion

To do whatever you want, you would just need to switch on your candid camera and shoot. You are the producer, the director – and the actor!

You got the best instant camera ready to shoot your active Illusions. So, why wait? Nothing is *that* important. Go ahead and shoot!

Read that fax again – it says clearly: *Be happy, don't worry! He's OK and You're OK.*

So, are you getting your 10-point day?

Don't mistake the finger to be the moon and miss out on all the beautiful sights of heaven. Know our real objective in life, which is: to feel good!

Are you welcoming change?

If we accept change, we feel good, we learn things and gather new information, and we advance – we grow!

If we don't accept it: we feel bad, we don't learn new things, and we don't advance – we stagnate.

Change is beautiful – change is variety!

Do you yin and yang on your way?

Can you bend from left to right, or right to left – and back again? That's an exercise in flexibility... and adaptability to change.

That's also managing paradox: being tough and soft, firm and flexible. To be whole, we need to understand the concept of duality.

Now, who are you?

A raindrop knows its true source. Do you?

So, the question we ought to ask ourselves is: Who are we? And where do we really come from? Are you Part, or are you One? If you are One, can you lose yourself through the Immersion?

We could be two raindrops falling into a hole and becoming one. So, when you do an Immersion with someone, for a split second you cease to exist, you are that person in front of you. You take the traits, color of hair, you move into the skin of that person. You are him, or her... just like two raindrops merging and becoming one.

Try losing yourself through an Immersion before becoming an Invisible Leader.

You can now create your own environment

We all possess unlimited power to support life and people. In Self-Combat, we use this power for Invisible Leadership.

You are an Invisible Leader by simply sharing your Self-Combat tools and experiences with others. Show them how to roll with the Pigs, how to call in the Snake... How to grab the Monkeys...

Invisible Leadership is about giving and receiving. And you need to be psychologically fit to do this. You need to be in a S.O.I. state. And know what motivates people. When you are giving,

don't expect anything in return – or you are no longer giving, but exchanging...

The art of Self-Combat and how to maximize your potential: it is all that was exposed during the four sessions we spent together.

ANDRE So, we finally come to the end of this seminar...

The questionnaire we hereafter give you will indicate how well you have assimilated the concepts. Take a little time off to reflect on them before answering. You will also be able to measure the force of your conviction on the decisions you make.

We know this seminar has been extremely dense. It is a highly concentrated body of data. We tried our best to give you a global vision of your journey through life, and how to maximize your potential through Self-Combat.

We hope you will be able to create your own environment through the practice of Invisible Leadership.

We do hope you have fun vacationing on This Side. We may meet one day on the Other Side. Perhaps to share our earthly experiences.

Thank you once again for your attention, and for this wonderful opportunity to be able to share our experiences with you.

And don't forget: the world needs you!

■ Questionnaire

Measure the force of your decisions on a scale of 1 to 10.

- 1. Have you decided that your best allies in this world are your own Tigers?** *What is the force of your decision on a scale of 1 to 10?*
 $\frac{238}{93}$ Yes $\frac{238}{93}$ No Force: _____
- 2. Have you decided that you are an important person?** *No matter who you are – or what you do for a living?*
 $\frac{238}{93}$ Yes $\frac{238}{93}$ No Force: _____
- 3. Have you decided that to Do nothing is crucial to your mental health?** *How strong is your decision in putting it into practice?*
 $\frac{238}{93}$ Yes $\frac{238}{93}$ No Force: _____
- 4. For peace of mind, have you decided to live below your financial means?** *How decisive are you in building your house away from the cliff?*
 $\frac{238}{93}$ Yes $\frac{238}{93}$ No Force: _____
- 5. Have you decided to listen and collect information with 50/50?** *Information is Power, Information is Money, Information is Opportunities!*
 $\frac{238}{93}$ Yes $\frac{238}{93}$ No Force: _____
- 6. Have you decided on a long-term objective?** *How decisive are you in attaining what you really want?*
 $\frac{238}{93}$ Yes $\frac{238}{93}$ No Force: _____

7. Have you decided that nothing in life is *that* important?

Knowing that Bob may call you back at any time!

$\frac{238}{93}$ Yes

$\frac{238}{93}$ No

Force: _____

8. Have you decided to create your own active Illusions?

The Illusions you create are your realities!

$\frac{238}{93}$ Yes

$\frac{238}{93}$ No

Force: _____

9. Have you decided to lose your Ego and become One with the

Universe? Keep in mind: You are the Raindrop – and – You are the Mighty Ocean!

$\frac{238}{93}$ Yes

$\frac{238}{93}$ No

Force: _____

10. Have you decided to be an Invisible Leader?

By helping others you are helping to create a better world around you.

$\frac{238}{93}$ Yes

$\frac{238}{93}$ No

Force: _____



We read and we forget
We do and we understand!

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Siberian Tiger: Corbis

Sitting Tiger: US Fish & Wildlife Service

Street scenes: Digital Stock

Attack on Pearl Harbor: www.navsourc.org (© US Navy, © National Archives, © NHC Naval Historical Center)

A Marine looks down the scope of his M-16A2 rifle in the MOUT facility:
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■ Appendix

OUR CONTINUING WAR WITH MONKEYS* & GORILLAS**

** Uncontrolled negative thoughts ** Heavyweight Monkeys*

We were asked by our trainees if we could give a brief account of how our war with Monkeys began in France.

Well, it all started when I first encountered a 22-year-old young woman at the American cultural center in Paris one fine afternoon. The woman walked in to the reception to ask for information. This was in 1978. I happened to be nearby (with dark Ray-Ban glasses and dark leather jacket) leaning on a pillar: eavesdropping on people coming in to gather information.

The person who came in wore a brown beret, she asked where she could meet Americans in Paris. And since I had some “useful” info, I volunteered my services. My first stop, however, was at the Nikon photo center where there was an interesting exposition going on. No Americans, but fine photographic displays. Then on to a nearby café where we sat down to get acquainted. I needed to know what she really wanted before I could show her around.

We talked. She told me her name was Patricia, she was an international law student. We finally ended our conversation an hour later. I then invited her to pay for my coffee and sandwich. She did! No visible attack of Monkeys. Just astonishment at my request.

When she asked if we could meet again, I told her she had better be strong or not to hang around with me. I knew if we did meet up again her Monkeys or Gorillas would have no mercy on her. She would be crippled before long. Hence, I again volunteered to provide some “useful” info and introduced her to the art of Self-Combat.

At the time, I’d finished my research work and was holding brainstorming sessions with top CEOs on how to handle their Gorillas, which often impeded them to have access to a larger corporate vision, or life in general.

This was the start of an eventful 29-year collaboration in France. Pattie is not only my right arm – she’s my legs and brain when they fail to work at times.

Although she is constantly progressing, she is the only person to have undergone full training and who is qualified to teach the art of Self-Combat.

In the following pages, we shall recount briefly what transpired during these years in our continuing war with Monkeys & Gorillas.

Following a long discussion with a philosopher one evening, I challenged myself to write on what I believed to be one of man’s major problems. Himself. And his own wandering thoughts that sometimes cause him so much pain, distress and confusion.

I wrote a 40-page book, which was partly based on my research work in Europe, and decided to publish it. Entitled “*Road to Peace and Happiness*”, the English-language book was sold through ads in magazines and newspapers such as the International Herald Tribune.

Readers from more than two dozen countries responded. It was a wonderful experience with lots of letters received from those who managed to gain some measure of happiness from the practice instructions.

At the time, the Monkeys were described as “Muggers” who lie in wait hidden in the back alleys of our mind. And unless we are trained to combat, then we would suffer from their attacks. Happily, these thought muggers often don’t remain for too long as they roam about aimlessly.

Someone had suggested that I should give seminars on how to handle “Muggers” to the public, but I was already engaged in trying to get them off the CEOs’ backs through my brainstorming sessions in Europe.

Between 1987 and 1989, I gave live presentations to more than 40 major companies in France on the techniques of corporate Self-Combat. During this time, I also contacted top management consultants in the process. At the end of this period, we concluded that the techniques and concepts were far too advanced and that industry managers in France were not yet ready.

I’d fleetingly thought of leaving for Japan and the States, and had gotten in touch with key figures in the US and Japanese industries. Maybe they, or their subsidiaries in Europe would be ready to implement the radical change needed to get out of the trouble they were in.

In Japan, chief executives from at least twelve major companies, including Seiko Epson, Kawasaki Steel and All Nippon Airways, all suddenly died during 1987 – a year of recession. The Sunday *Mainichi* referred to the trend as “death in combat”. Not realizing that the enemies came from within and were self-inflicted.

Then came the idea of establishing Self-Combat training centers in the US. For this, we needed a million dollars to begin – but once again, the time was not right and the program apparently seemed to be too innovative to one of several foundations we contacted.

We decided then to buy over a company, thinking that the profits generated from its sales would finance these centers. The outbreak of war in Irak downed our hopes, and we were back to zero after spending two wonderful years working with our financial backers to take over a cosmetics manufacturing company.

Finally, the year 1993 saw the creation of World Education, our corporate entity. We thought it was now time to share our tools with any person who was ready and motivated – whatever his or her background.

Objective: provide arms (tools) to combat our worst enemies, to the man in the street – as well as to business and political leaders.

Apart from ads in professional magazines, we handed out invitations in the streets inviting people to our conferences. This was again one of the best moments of our lives. I remembered seeing Patricia and her team handing out invitations (in winter) with frozen fingers and smiling warmly at those who refused.

A purchasing manager at Pechiney, who accepted the invitation, came to our conference and enrolled in the seminar, later admitted that it was rare of him to accept handouts in the street, but the smile was irresistible.

 We later saw the concepts introduced to the directors of the IGS Group (Institute of Social Management) and made its way to some of the students. At the Axa Group, we were invited to present our management concepts to their heads of training. During this period, we continued our corporate interventions as well as giving our conferences and seminars to the general public.

In the year 2000, we taught our advanced management concepts at a major French university. This lasted four years. We also decided to release the concepts through a new book based on our experiences with trainees during our seminars and the results we had. The book was finally published two years later in 2002 by Pearson Education / Editions Village Mondial.

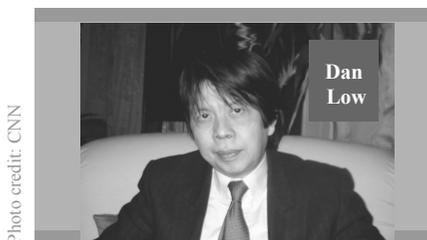
That very year, we launched a pilot project on the prevention of juvenile delinquency for suburban kids. The results of this initiative were highly positive. Through lack of funding of the association that had launched the project with us, we were unable to continue with the project. However, we are still in contact with some of the kids who underwent the training and have changed for the better. This brought immense satisfaction, and was highly rewarding. We are ready to do it again.

In the year 2005, “The Art of Self-Combat” was published in Japan. We also launched a test project aimed at CEOs of medium-size companies in collaboration with one of our corporate partners.

This year, a new pilot project was born, which could have a major impact on the young unemployed. This new initiative will involve the press and sponsors. We hope this will turn out to be a great opportunity to supply our arms to a younger generation of future leaders.

A worldwide conference project to share our concepts with mothers was also proposed by a multinational company. We are presently working on this too.

So, at World Education, our tiny contribution in helping prevent the bandits from robbing our vision and our chances for peace and happiness, continues till this day – and beyond!



Paris, May 2007

Dan Low, a self-improvement and behavioral expert at SelfGrowth.com, is also a veteran corporate trainer. He spent 30 years helping individuals control negative emotions and life situations through Eastern / Western behavioral modification techniques. Access his powerful online conference «*Managing Stress – Professional and Personal*» here: <http://bit.ly/RdU69o>