

MAXIMIZE
YOUR POTENTIAL
WITH POWERFUL TOOLS
... AND NO STRESS

Dan Low



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PREFACE

"Conquering others requires force, conquering oneself requires strength."
– Lao Tze

Much of the material in this book was generated through observation of the undeclared war in the backyards of our mind. This book is dedicated to those who have allowed me to report on the victories and defeats of this war, and to all new conscripts to life's battlefields.

For your information, this book contains only half-truths. The other half of the truth is detained by you. Should we be lucky, our two halves would fit, and we would have the whole truth.

In the following chapters, or mini-sessions, you will discover:

- Who your real enemies are in your professional and private life.
- How to defeat them – and maximize your potential.

You will also be introduced to Self-Combat exercises, such as:

- *Grab the Monkeys & release the Tigers*
- *Sting the Bull with 3 Bees*
- *Call in the Snake & Roll with the Pigs*
- *Shift the Body & Ride the Eagle*
- *Do nothing*
- *Check with Dept. 33284*
- *Master Illusion*
- *Etc.*

These are exercises assigned to participants of my interactive sessions on managerial development. They are designed to help control adverse

situations in our professional as well as our private lives.

Why the animals? And what do the concepts bring? The use of animals is a powerful aid to memory recall – based on symbolism. For example, the Bull represents pressure. The concept *Sting the Bull with 3 Bees* helps eliminate work pressure by getting our priorities right. This technique developed further in the book, is an invaluable time management tool as proven by the testimonials received.

The Monkeys are negative thoughts or perceptions. They are often evoked in Eastern philosophies to represent the internal noises produced by our thoughts.

All the malfunctioning in companies and families can be linked directly or indirectly to these Monkeys. Examples of how these Monkeys can create fear, prejudice and other forms of physical and psychological damage are related in the book.

So, if people can identify their Monkeys – and disarm them (as demonstrated in the book), they are better equipped to take charge of their professional and private life, and maximize their potential.

As witnessed by the head of a business school: *"When we apply these concepts, there is a 'before' and 'after'. We are no more uniquely shaped by life, we become a master of our own life."* The below testimonial from a Stanford alumnus and senior executive of a major industrial group lends support to this contention:

"It's been more than a year since I participated in Dan Low's seminar, and the main teachings of his course are still vivid in me.

Dan Low presents his concepts with an amusing terminology, full of imagery: 'Grab the Monkeys', 'Release the Tigers', 'Roll with the Pigs'... which impacts our thinking and doesn't leave us indifferent.

The objectives I assigned to myself were largely attained and surpassed. This was obtained through:

- a better time management*
- a focus on what is truly important*
- a control of the negative unconscious reactions that pop up in us*
- and especially by regaining confidence in myself.*

I think I became more in charge of my destiny than before when I was submitting to events without really controlling them. I also gained considerably in terms of being more open and listening to others, became more available, more receptive and more efficient. Therefore it is on both the personal and professional levels that Dan Low's seminar enabled me to progress; and this improvement represents a new winning asset for the group in which I work."

I hope you enjoy reading this book and that it will activate your thinking processes. I would be more than happy should you reflect upon, and question what is being written and draw your own conclusions.

Finally, I would like to express my heartfelt appreciation to all the participants of my Self-Combat training sessions who not only gave, but taught me a lot during the last 25 years. For without them, this book would never have appeared before you.

Equally, my deep gratitude to Patricia Sommier, my closest collaborator, who devoted her time and enormous energy – and played a vital role as an assistant and co-trainer.

INTRODUCTION

Self-Combat – Dan Low's Advanced Management Training, was first introduced in Europe in the 1970s. Conducted by Dan Low, international consultant, the training seminars were initially attended by chief executives of various American, Japanese and European industries – before being extended to the general public in the 1990s.

The purpose of the corporate seminars at the time was to assist top management in attaining their objectives – leading equally to a more efficient organization; better cooperation between functions; a more stimulating work environment; a better information base for decision making; more scope for initiative, individual creativity and professional development; higher quality of work, and increased productivity.

The method was founded on three years of intensive research on ways to effectively increase productivity and maximize human potential. And the observation of deadly mental states, which were, and still are, responsible for most of today's corporate – and personal failures.

The techniques used for the training are simple and accessible to all motivated persons, regardless of their cultural environments. But putting them into practice requires a genuine effort on the part of the participant, and a readiness for change of perceptions. It is this training that Dan Low conducts during his seminars, based on real cases and problems encountered by participants in pursuance of their professional and personal objectives.

The book highlights the main points of Self-Combat training sessions held for the general public from 1993 onwards in Europe. The interactive sessions were attended by participants from all social and professional backgrounds. Though the book covers a wide range of topics and is highly dense, readers are encouraged to not only reflect on some of the concepts exposed, but also to put these tested concepts into action if

they truly wish to maximize their potential.

Originally, these concepts were born from research work conducted by Dan Low in Europe. The Self-Combat approach derived its source from the works of Dr. Wilder Penfield; Dr. Maxwell Maltz; Dr. T. Harris; Eric Berne; Dr. Albert Ellis & Aaron Beck; Chris Argyris (*Personality and Organization*); George Strauss & Leonard Sayles (*The Human Problems of Management*); Norman V. Peale; and martial arts philosophy. It is fundamentally based on common sense and strategic reasoning. And emanated from hundreds of interviews with company personnel on an international level.

This book is intended for those who wish to maximize their potential and reach their professional or personal objectives rapidly – without stress. It is written in script-form to enhance and enliven reading. Most of the dialogues actually took place during the interactive sessions conducted by Dan Low.

The trainers in the book are represented by BARBARA and ANDRE. The 12 participants in the sessions are:

Georges – *Project Manager*

Helen – *Doctor of Medicine*

John – *Vice-President*

Karen – *HR Manager*

Laurent – *Business Lawyer*

Monica – *Distributor*

Peter – *Financier*

Roberto – *Sales Manager*

Steven – *MBA Student*

Ursula – *Fashion Designer*

Virginy – *Psychologist*

Zack – *Technicien*

Note to the reader:

The functions of the trainees are given to you just to provide an idea of the people who followed our seminars (though other types of people have participated). However, when reading the dialogues, it is not necessary for the reader to refer back to the professions behind the names, which would only hinder reading.

SESSION 1

IDENTIFYING OUR ENEMIES

- Simple, rapid and effective vision
- How individuals function
- Types of data recorded in the Subconscious
- The three Early Conclusions
- Birth of the Ramifications
- How individuals malfunction
- Evaluation List – list of thoughts with accompanying emotions
- Simulations
- Re-recording of counter-thoughts
- Command-Thoughts or *Tigers*
- Time management – *Sting the Bull with 3 Bees*
- Quiz & Answers.

ANDRE Barbara and I would like to welcome you all to the first session on the art of Self-Combat – and how to maximize your potential. We are very excited at being able to share some of our concepts with you. We hope we will be able to stimulate your thoughts and help you gain a clearer insight of yourselves and your aspirations.

What is Self-Combat? Self-Combat is simply about life – and the inherent difficulties we encounter in our professional and private lives.

In Self-Combat, we learn the art of combat within our inner selves. We learn to handle our principal fears and prejudices. However, you won't get the entire picture on how to maximize your potential till the last session. So we ask you to be patient...

Furthermore, we invite you to test the concepts we shall be exposing. No matter how much knowledge we possess, or how valuable it is, this knowledge would remain inert if we do not act on it.

Self-Combat is simply a basic set of laws based on common sense and strategic reasoning.

The sessions are progressive. You will be introduced to concepts like *Sting the Bull with 3 Bees* and *Call in the Snake...* We use images for better recall. But these tools are highly pragmatic. For instance, we have a concept called $1+1=2$.

Simple, rapid and effective VISION

▼

$$1 + 1 = 2$$
$$1 + 1 = 5 - 3 \text{ or } 3 - 1$$
$$1 + 1 = 1000 \div 200 - 2 - 1$$
$$1 + 1 = 4221 \times 4 \div 2 + 1 - 8441$$
$$1 + 1 = (5628 \times 3) \div 2 - 8563 + 861 \div 7$$
$$1 + 1 = (72 - 972^4) \div (53 - 17) - 89 \times 10^{-2} + 24794911296,89$$

▼

Complicated, slow and ineffective VISION

You see, if we ask six groups of people how much is $1 + 1$, we may get six different types of answers, depending on their vision or perception of things.

As you can notice from the first group, their vision was clear, so their response was rapid. The second group's view of $1+1$ was slightly distorted, though meant to be interesting.

The third group came up with big figures. The fourth tried to be even more impressive... and the last two groups simply went out of control. They became data-drunk with mumbo-jumbo.

BARBARA This concept teaches us to be simple, rapid and effective in the complex world we live in. There is nothing wrong with so-

phisticated thinking. But we must be able to get back to basics and keep things simple so we can move fast.

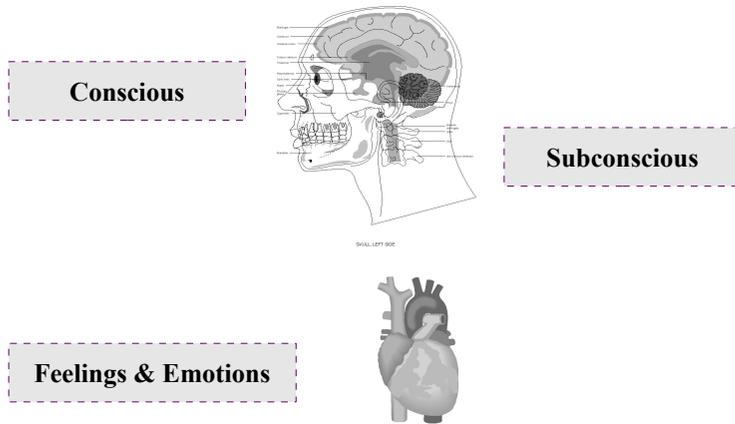
ANDRE Self-Combat is also a matter of decision making. During the fourth session, we will be given ten questions. Depending on how we answer those questions, and the force of our convictions, we will be able to determine the rapidity of our progress.

BARBARA To maximize our potential, we first need to know how we function as a human machine. Now, this is how we function...

In 1951, Dr. Wilder Penfield, a neurosurgeon from McGill University in Montreal, showed evidence to confirm that whenever a person is paying acute attention to seeing, hearing or feeling, this person is simultaneously recording his or her experiences in the subconscious mind.

What is important to note is that these experiences can be played back today – either voluntarily or involuntarily.

■ How individuals function



All perceptions received by one or any of the five senses are treated as data by the subconscious, with the aid of a "program" elaborated by the individual in the course of his existence, and notably during the stages of infancy. It is due to this "program" that the chance hearing of a past melody can instantaneously recreate the same mental and emotional states as was experienced initially. This is to say that all the individual's past experiences, perceptions and understandings, since early childhood, can be brought to play today – either voluntarily or involuntarily.

Whenever a person is consciously recalling past events, thinking out solutions to a problem, or how to get from A to B, his subconscious is being activated voluntarily. When he is spontaneously reacting to outside stimuli that causes him to feel sad, angry, worried, frightened, uneasy or happy, his subconscious is being activated involuntarily. In other words, the individual has no control over his own actions or feelings and is at the mercy of external stimuli. Examples:

Philip was in the middle of crossing a busy street when someone shouted his name. He turned, inadvertently putting himself in danger.

Luke was highly cheerful and enthusiastic when he arrived at work. He was happily looking forward to signing his first major contract that day. But what greeted him as he entered his office were news that the clients had changed their minds. This instantly triggered a negative mood that followed him for the rest of the day.

Caroline was driving to a business meeting when on noticing a patrol car ahead, she abruptly slowed down without warning, causing an accident from behind.

Anthony was feeling great after lunch, but when he saw what happened, he flew into a rage and nearly choked himself. Twice, his employee had made the same error.

These are only a few examples of how involuntary activation occurs in the subconscious. The subconscious can also be compared to a computer or videotape recording machine, with the difference that whatever is recorded – from birth to the present day – cannot be erased.

So we see how our subconscious mind can be activated – often involuntarily.

What is important are the three Early Conclusions and their ramifications or destructive thoughts that were recorded during childhood.

But what's equally important is to find out the types of data which are recorded in our subconscious. For it is from this data that our behavior stems. Here is this data, and the three Early Conclusions with their ramifications:



■ Types of data recorded in the subconscious

The types of data that are recorded by the individual fall into three distinct bodies: Parent, Child and Adult, as explained in Transactional Analysis and in *The Book of Choice* by Dr. Thomas Harris, M.D.

PARENT DATA: Let us briefly look at the recorded data of a child of age five, who at this age had to depend on his parents or whoever took charge of him for help or guidance, necessary to stay out of trouble. Everything the child saw his parents do, and everything he heard them say were taped in the PARENT. In it, too, were recorded all admonishments, criticisms and threats directed at him. 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 and pronouncements that were either constructive or destructive to the child in later years. There were thousands of: *Don't do this – don't do that, How to do this – how to do that: How to tie your shoelaces; How to be polite; How to hit back; How you are judged by the company you keep; Never trust a stranger; Don't walk under ladders; Sex is dirty; Do not steal; Do unto others as you would have them do unto you; Be proud of yourself; Be a success;* and many others. As he grew older, he collected additional data from school, society and television that made up his ever-increasing body of PARENT data.

CHILD DATA: While events are being recorded in the PARENT, there is another set of recordings called the CHILD being made simultaneously. This is the recording of responses to what the child saw and heard. Since he did not have enough words to construct meanings, most of his reactions were feelings.

When the mother threatened: *"Don't ever let me catch you again!"* – whatever that meant – from the tone of voice thrown his way, the child

would immediately register feelings of fear. If he happened to observe a row between mummy and daddy, his taping of the event would include fear and anxiety, watching the very people he depended on for survival trying to destroy each other.

Due to the situation of childhood (and not the intention of parents) a child is likely to record feelings of timidity, discouragement and inferiority when often criticized. At some time early in life, he comes to a conclusion that he is inferior.

Happily there is a positive side: in the child resides creativity, curiosity, the desire to explore and know, and the urge to touch and feel. There are the recordings of many first discoveries. This is the happy and bright side of the CHILD tapes: the positive or natural child, experiencing for the first time a voice saying "hello" to him in response to his picking up the phone; having a packet of sweets to himself; building sand castles; chasing butterflies; etc. He is affectionate, spontaneous, imaginative, carefree, and full of enthusiasm.

ADULT DATA: The accumulation of ADULT data begins at about ten months onwards. If we were to observe a baby at about that age, we could see that he is beginning to experience the power of locomotion and can manipulate objects around him. He is able to do something that grows from his own awareness and original thought.

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. Through the ADULT, the little person can begin to tell the difference between life as it was taught and demonstrated to him, life as he felt it or wished it, and life as he figures it himself.

One of the ADULT functions is probability estimating and choice. (If little Christina was offered the option: either she could have a new pair of boots if she went to bed each evening before eight, or do without the new boots if she preferred to watch television till ten, her ADULT could determine and choose between the two).

The ADULT grows and increases through training and use. It often demands to know why, what, where, when, who and how? During these early stages, it is fragile and easily knocked down by commands from

the PARENT and fear in the CHILD. When mother shouts, "*No, No! Don't touch that!*" the child may pull back and cry, but at the first opportunity he will touch it anyway to see what it was all about. Learning what it was all about would form part of his accumulation of ADULT data.



■ The three Early Conclusions

ANDRE As pointed out earlier, 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 ARE OK.**

No matter what he tries to do, he's constantly being told off. In this first appraisal of his childhood position, the child believes they are OK, seeing that there is care and affection coming from the parents – *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 and continue later without much relief, the child may come to another conclusion, that of: **YOU'RE NOT OK, THEY ARE NOT OK.** It is because he strongly feels *they* are always opposing him, making his tiny life fearful and unhappy. They won't let him do what he wants, so they too, are "not OK". Sometimes, the arrival of a newborn sister or brother could create further resentment or jealousy.

YOU'RE OK, THEY ARE 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. When a dog or cat is provoked to its limits, it would react in the same manner. It is probable that he was often physically beaten by those caring for him (uncle, brother, foster parents).

Dr. Thomas Harris wrote: *"I believe that it is while this little individual is healing, in a sense 'lying there licking his wounds', that he experiences a sense of comfort alone and by himself, if for no other reason than that his improvement is in such contrast to the gross pain he has just experienced. It is as if he senses, I'll be all right if you leave me alone. I'm OK by myself. As the brutal parents reappear, he may shrink in horror that it will happen again. You hurt me! You are NOT OK. I'M OK – YOU'RE NOT OK. The early history of many criminal*

psychopaths, who occupy this position, reveal this kind of gross physical abuse.”



■ Birth of the Ramifications

BARBARA We all came to these three Early Conclusions, in varying degrees. And these three Early Conclusions, together with our childhood experiences remain stored in the subconscious and any of them and their ramifications – thoughts emanating from the three conclusions – can be played back today.

These thoughts or mental states, also known as Monkeys, when activated, would each play a "bad" tune – producing an unbearable orchestra of negative feelings. The thoughts and their negative feelings are listed below. This list can assist a person in identifying their replay. Thus, the “bad” tunes, once recognized, help in knowing which Monkeys are causing the malfunction.

Constant activation of *You're not OK, they are OK* together with *Everybody's looking at you / What are they going to think? / You'll make a fool of yourself / You'll lower yourself / You should / You shouldn't / They won't be pleased*, could drive an individual to seek the approval of others in whatever he does. Henceforth, he becomes a perpetual slave to what people would think of him, and is only too willing to please in order to gain their favor. This could limit the individual within the spheres of what is accepted and approved of by others.

To ease the not OK burden, he creates needs and wants, filling him with a million desires. At the unmerciful replay of *You want, you need*, he would seek out gratifications. During this search, he could encounter *You can't*, an instant killer of efforts sprung from the days of severe criticism and lack of encouragement. With its accomplice, *You're not good enough*, both these killer thoughts are responsible for many an individual's failures.

They don't like you, another offshoot of *You're not OK, they are OK* can cause the person to feel he is not good enough. An unsmiling face directed towards him could act as an external cue to prompt this biased

assumption.

You're not OK, they are not OK could yield resentment and distrust, abetted by *Who is he anyway / You don't like him / You don't trust him / Why is he so nice? / What does he want?* While the defensive/offensive *You are OK, they are not OK* could induce him to be aggressive: to judge, criticize, admonish, preach, pressure and, equally, foster enemies en route.

Here is the list of thoughts, with their accompanying emotions or feelings. These thoughts are presented in groups likely to attack us simultaneously. Hence the same thought can appear several times. (Note, however, that these thoughts can also attack us isolately, or in a different order).

() **Negative thoughts or Monkeys** 🦍 Emotions or feelings

(1) ***You're not OK, they are (he is, she is) OK***

🦍 Inferiority / Uneasiness / Fear of disapproval

(2) *Everybody's looking at you*

🦍 Uneasiness / Vulnerability / Persecution

(3) *What are they going to think?*

🦍 Fear of disapproval, ridicule / Anxiety / Timidity

(4) *You'll make a fool of yourself*

🦍 Fear of ridicule, disapproval / Timidity / Anxiety

(5) *You'll lower yourself*

🦍 Fear of being looked down upon by others

(6) *You (he, she, they, it) shouldn't*

🦍 Fear of disapproval

(7) *You should*

🦍 Pressure / Rigidity / Fear of disapproval

(8) *They won't be pleased*

🦍 Fear of disapproval / Anxiety / Inferiority

(9) *You shouldn't have*

🦍 Regret / Guilt / Affliction / Fear of losing

(10) *It's too late*

🦍 Regret / Inquietude / Annoyance

(11) *You should have*

🦍 Regret / Guilt / Affliction / Fear of losing

(12) *You're missing something* ❖ Regret / Discontent / Exasperation / Envy

(13) *You want, you need* ❖ Greed / Restlessness / Discontent
(when unfulfilled)

- (a) *more money*
- (b) *higher position at work*
- (c) *pride, respect, recognition*
- (d) *to be loved or liked – approvals*
- (e) *to be perfect – ideals, principles*
- (f) *people you care for, persons you are attracted to*
- (g) *physical sensations – more sex*
- (h) *pleasant surroundings*
- (i) *material possessions, etc.*

(14) *You can't* ❖ Frustration / Incapability / Defeat /
Disappointment

(15) *You're not good enough* ❖ Inferiority / Inadequacy / Pessimism

(16) *You're going to lose!* ❖ Fear of losing / Insecurity / Greed /
Jealousy / Selfishness

(17) *He doesn't like you* ❖ Hurt / Rejection / Disheartenment

(18) *You're not good enough* ❖ Inadequacy / Inferiority

(19) *Say something, do something* ❖ Uneasiness

(20) *You are boasting* ❖ Insecurity

(21) *You knew already, get it over* ❖ Impatience

(22) *What must you do?* ❖ Restlessness / Apprehension

(23) *You haven't done this!* ❖ Pressure / Anxiety

(24) *You must finish that!* ❖ Pressure / Impatience

(25) *You're going to be late!* ❖ Irritability / Fear of losing / Panic

(26) *You're going to lose!* ❖ Fear of losing

(27) *What's going to happen?* ❖ Anxiety / Fear of losing / Panic

(28) *You're going to lose!* ❖ Fear of losing

**(29) *You're not OK,
they are (he is, she is) not OK***

☛ Uneasiness / Resentment / Hate /
Suspicion / Distrust / Jealousy / Pride /
Aggressivity

(30) *Who is he anyway?*

Idem

(31) *You don't like him*

Idem

(32) *You don't believe him*

Idem

(33) *You don't trust him*

Idem

(34) *Why is he so nice?*

Idem

(35) *What does he want?*

Idem

**(36) *You're OK,
they are (he is, she is) not OK***

☛ Insecurity, Aggressivity

(37) *He's not good enough for you*

☛ Inferiority

(38) *What are they going to think
if you're seen with him?*

☛ Fear of disapproval,
ridicule, criticism / Anxiety

(39) *You'll lower yourself*

☛ Fear of being looked down upon by
others / Pride

(40) *You won't tolerate him*

☛ Impatience / Uneasiness

(41) *You are judging*

☛ Anger / Insecurity / Inferiority

(42) *You are criticizing*

Idem

(43) *You are admonishing*

Idem

(44) *You are preaching*

Idem

(45) *You are pressuring*

Idem

(46) *You want it your way,
you want to be right*

☛ Vulnerability / Aggressivity / Rigidity

(47) *You want it perfect*

☛ Dissatisfaction / Frustration / Anger
(when unfulfilled)

- (48) *You want to be respected* ❖ Insecurity / Vulnerability
- (49) *He is not respecting you* ❖ Anger / Humiliation / Aggressivity
- (50) *He is attacking you* ❖ Vulnerability
-

ANDRE The involuntary activation of these thoughts could produce all types of negative feelings and emotions, and thus suppress our ability to function effectively.

Here's an example, my personal experience while a teenager:

I suddenly felt elated and had the urge to get up and dance, because the loud raucous beat was stirring me on. I looked towards the deserted dance floor and started to feel excitement, then anxiety, and then fear.

Soon, the swiftly dissipating urge was replaced by wild pounding on my chest. Indecisiveness and discouragement took over, and I began looking as if I was attending a funeral.

What happened to me? Why couldn't I get up and dance like I'd initially desired?

Look up the list and you'll get the answer.

One could say that my human machine had suddenly conked out. The parts responsible for its malfunction were: *Everybody's looking at you* and *What are they going to think?* Other related parts could also have played subsequent roles, notably: *You'll make a fool of yourself / You should / You shouldn't / You're not good enough / You want / You can't.*

BARBARA Now these thoughts are real tricky...

ANDRE That's why we call them Monkeys.

BARBARA And they would attack you in groups. Often, without any prior warning, you suddenly get a coconut on the head. Or you slip on a banana skin and wonder why it hurts so much. Then you realize too late that the Monkeys had you again.

Here are further examples:

■ How individuals malfunction

The following examples show how individuals lose control of situations and their objectives. Being constantly harassed and dominated by the Monkeys – their ability and capacity to function normally are seriously impaired.

■ When Jill noticed it, she flew into a rage. Twice, her husband had inadvertently left the toothpaste tube uncapped. Next, she found his shirt on the kitchen table – that did it. *Shoulds* and the gang of aggressive thoughts battered her into a cripple before the late arrival of an apology. She was once told as a child that she should never leave tubes uncapped; not to lay clothings about, especially on kitchen tables. Throughout her life, she followed and obeyed these instructions like they were sacred rules, getting highly neurotic each time it happened.

A month later, she realized that telling the truth (that she was about to lose her job) would bring about unnecessary sufferings to her ailing mother, yet she just couldn't help it. *You shouldn't lie* forced her to be irresponsible.

□ *Shoulds* and *shouldn'ts* are policies set up by the individual to provide a measure of predictability and security, and through fear of disapproval. They can become obstacles at times.

■ Mike reached for his cigarettes in his right hand pocket and found he had none. Then he began pacing the floor cursing his luck. He didn't like to be without cigarettes, and couldn't rush out now to get some. Not when his no-nonsense boss had sent for him 25 minutes ago and left him still waiting in the corridor. He'd never been summoned before, but why is he feeling so nervous about it?

□ The self-activating thoughts: *What's going to happen?* and *You're going to lose!* (your job/position) were making him sweat. It may also have triggered *He won't be pleased* – it must be something he'd done wrong. Most individuals who find themselves in this situation would involuntarily feel apprehensive, if not anxious. Why should this be? Simply because they lack confidence – or job options.

■ The room was imposing and quiet. John, who is a young and brilliant engineer, sat flanked by his colleagues. They had all been summoned by the chairman, an authoritative man in his late sixties, to discuss the company's new product. John, who knew the product could be improved tenfold, barely uttered a word during the two-hour meeting. How come he suddenly lost his voice?

□ *You're not good enough* was the major culprit. *They won't be pleased* (if you criticize the company's product), another. Also, *Everybody's looking at you / What are they going to think? / You'll make a fool of yourself / What's going to happen?* (if you're wrong) / *You're going to lose!* (your job/position). These were the bunch of Monkeys that terrified him and made him lose his tongue.

■ Paul had just downed his second martini. It was now 1.30 pm and the buyer had not turned up after promising to be there at one. By 1.45 pm, Paul was visibly upset. When the buyer finally showed up with an apology, Paul was in no state to conduct business. They went through a hurried lunch, and the buyer, sensing Paul's annoyance and aggressivity, decided to take his purchase elsewhere. What happened?

□ The first Monkey to launch an attack on Paul was, *He should* (meaning the buyer) be on time. The others followed, with, *You want* (the business), *You can't* (the buyer isn't there), *You want to be respected / He's not respecting you* (by making you wait). The combined assault triggered a wave of negative feelings that devastated him. Paul had tried to lessen the impact through the martinis, but it failed to cover up his aggressivity and annoyance after the hour-long wait.

■ He couldn't sleep, the dogs were barking, the moon was still shining – and lurking in the backyard of his mind was that terrifying thought of losing. In the midst of night, he lay there in his room, tortured by news of impending doom.

□ *What's going to happen? and You're going to lose!* were having a sadistic time. These overpowering thoughts have been known to cause panic and severe depression.

■ In the building in the next block, she too, couldn't sleep, and got up to pace the corridor of her apartment. The woman then made herself some coffee. By morning, she looked wrecked and exhausted.

□ Late night victim of *You shouldn't have / It's too late / You should have / You're missing something.*

■ Greg is hopefully wishing there were a fire in the basement. His hands are damp, his throat dry, his mind in a whirl. In exactly 45 seconds, it is his turn to speak. He thought a sudden earthquake might help empty the room, but knew he was trapped. And now, faced with two dozen pairs of glaring eyes, he would gladly sacrifice a leg rather than be in this situation. Though Greg had never spoken publicly before, he was at ease and confident with people, and couldn't quite understand how he could be impaled by such fear.

□ *You're not good enough! You're not good enough!* was stabbing him in the guts. *Everybody's looking at you!* was egging it on. *What are they going to think?* and *You'll make a fool of yourself!* made a deadly gang of thoughts. These malicious Monkeys are known to have preyed on many unsuspecting victims – corporate chieftains alike.

■ Feeling highly angered and vulnerable, Charles, chairman and CEO of XYZ Corp. had one of his presidents removed after the latter had publicly challenged his policies. What triggered these feelings that made him lose one of his best men?

□ Simply: *You want it your way / You want to be right / You want to be respected / He's not respecting you.* Other data may also have played a part.

Here's Ed Carlson, ex-United Airlines chairman, talking about one of the problems of the chief executive officer:

"There's a tendency to become isolated, to surround himself with people who won't argue with him. He hears only the things he wants to hear within the company. When that happens you are on the way to developing what I call corporate cancer..."

Constant activation of *You're not OK, they're OK / Everybody's looking at you / What are they going to think? / You'll make a fool of yourself / You'll lower yourself / You should / You shouldn't / They won't be pleased,* can kill initiative and confidence in the individual.

You shouldn't have / It's too late / You should have / You're missing something, can create unnecessary worries or regrets, resulting in pain and a loss in productivity.

Below, an extract from *TIME* shows how *Say something, do something* bullied a company head:

"Edward Colbert, chairman of Data Instruments, a maker of electronic sensors that does \$1 million in annual business with Japan, was delighted with a seminar on the Japanese use of silence. Confused by pauses that cropped up when he traveled with Japanese associates, Colbert learned that what strikes an American as an awkward halt in conversation may be a refreshing respite to a Japanese. Said Colbert: 'Now I wonder, what did they think of all my jabbering?'"

Intimidated by *Say something, do something,* a man talks when he should remain quiet. This could ruin a potential sale. His inability to handle silence can make him feel ill at ease, instead of being relaxed.

What must you do? / You haven't done this! / You must finish that! / You're going to be late! / You're going to lose! can rob an individual's concentration and affect quality of work. *What's going to happen? / You're going to lose!* often releases fear and anxiety in the person.

You won't tolerate him / You're judging / You're criticizing / You're admonishing / You're preaching / You're pressuring... are responsible for the feelings of anger, insecurity and inferiority that afflict a person who sits in judgment, and who unknowingly helps destroy the initiatives and confidence of others.

Shoulds, as already demonstrated, are responsible for the rigidity and the narrowing of perception in the individual.

A man hit by *You want it your way / You want to be right / You want it perfect* is often a frustrated man whose desires are impounded by reality. He also lacks a wider perspective in views, and is often uncooperative and inflexible.

A case that clearly illustrates the collective triggering of *You're not OK, they're not OK / Who are they anyway? / You don't trust them* is found in Peters & Waterman's *In Search of Excellence*.

A company had decided to launch a project of computer-based management information system, which crossed many organizational boundaries. For that purpose, they had created a task force composed of division people and computer people. After a year, the system still did not work out. Why?

Well, believe it or not, the guys from the task force were almost never in face-to-face communication. Only at formal meetings! They never gathered in the same room to work – nor in the same building. On field trips, they never went to the same hotels. When questioned on this point, some said they preferred to go to cheaper hotels, and others to hotels closer to the factories.

Worse, during these trips, they never dined together! Some preferred to play tennis... All this seems ridiculous, but the members of the task force admitted that it was true. However, things did not improve thereafter. The project, which was feasible, was eventually abandoned.

As you can see, this project was successfully torpedoed by Monkeys from the *You're not OK, they're not OK* clan, which created resentment, distrust, suspicion, jealousy and uneasiness amongst the team members.

Now, our very first task would be to evaluate the strength of our Monkeys. On the new list (following page) you will find four small squares under each thought.

These four squares represent four weekly intervals. Run through the thoughts and note their strength from 0 to 10: in the first square the first week, the second square the second week, and so on for four weeks. If a thought is powerful and has been attacking you regularly, you put a mark of 8, 9 or 10. Ten being the maximum.

For example, if someone disagrees with you during a group conversation and you feel vulnerable and upset, you know that the two-headed Monkey named *You want it your way / You want to be right* has some pretty well-developed muscles, and you give this bully a mark of 9 or 10.

We need to identify and evaluate the strength of our enemies, before confronting them. So, we evaluate them once a week for four weeks to see if their power over us diminishes in strength. And since no one will see your marks you can be honest with yourself. So, when you have a quiet moment at home, run through your list.

■ Evaluation List

() Destructive-Thoughts or Monkeys.

Our thoughts do not necessarily correspond word for word.

☛ Principal emotions & feelings.

☹ **Counter-Thoughts** (in bold characters). One can create one's own Counter-Thoughts. Those listed below are only guidelines.

| | Week | 1 | 2 | 3 | 4 |
|--|------|---|---|---|---|
| (1) <i>You're not OK, they are (he is, she is) OK</i> | | | | | |
| ☛ Inferiority / Uneasiness / Fear of disapproval | | | | | |
| ☹ You're OK, they are OK | | | | | |
| (2) <i>Everybody's looking at you</i> | | | | | |
| ☛ Uneasiness / Vulnerability / Persecution | | | | | |
| ☹ You're seeing, hearing or feeling the moment | | | | | |
| (3) <i>What are they going to think?</i> | | | | | |
| ☛ Fear of disapproval, ridicule / Anxiety / Timidity | | | | | |
| ☹ You don't know! ☹ Why don't you let them think? | | | | | |
| (4) <i>You'll make a fool of yourself</i> | | | | | |
| ☛ Fear of ridicule, disapproval / Timidity / Anxiety | | | | | |
| ☹ Will you? You're OK, they're OK | | | | | |
| (5) <i>You'll lower yourself</i> | | | | | |
| ☛ Fear of being looked down upon by others | | | | | |
| ☹ How? | | | | | |
| (6) <i>You (he, she, they, it) shouldn't</i> | | | | | |
| ☛ Fear of disapproval | | | | | |
| ☹ Why? | | | | | |
| (7) <i>You should</i> | | | | | |
| ☛ Pressure / Rigidity / Fear of disapproval | | | | | |
| ☹ Why? | | | | | |
| (8) <i>They won't be pleased</i> | | | | | |
| ☛ Fear of disapproval / Anxiety / Inferiority | | | | | |
| ☹ Who's in charge? Your Monkeys or you? | | | | | |

- (9) *You shouldn't have*
 ❗ Regret / Guilt / Affliction / Fear of losing
 ☹ **Next time you know!**
- (10) *It's too late*
 ❗ Regret / Inquietude / Annoyance
 ☹ **Is it? Next time you know!**
- (11) *You should have*
 ❗ Regret / Guilt / Affliction / Fear of losing
 ☹ **Next time you know!**
- (12) *You're missing something*
 ❗ Regret / Discontent / Exasperation / Envy
 ☹ **Next time you know!** ☹ **It's not the end of the world!**
- (13) *You want, you need*
- (a) *more money*
- (b) *higher position at work*
- (c) *pride, respect, recognition*
- (d) *to be loved or liked – approvals*
- (e) *to be perfect – ideals, principles*
- (f) *people you care for,
persons you are attracted to*
- (g) *physical sensations – more sex*
- (h) *pleasant surroundings*
- (i) *material possessions, etc.*
- ❗ Greed / Restlessness / Discontent (when unfulfilled)
 ☹ **You're appreciative of what you have and what you can do**
- (14) *You can't*
 ❗ Frustration / Incapability / Defeat / Disappointment
 ☹ **You can do it! or You can try!**
- (15) *You're not good enough*
 ❗ Inferiority / Inadequacy / Pessimism
 ☹ **When did you come to that conclusion? At age five?**

- (16) *You're going to lose!* |_|_|_|_|
 🌟 Fear of losing / Insecurity / Greed / Jealousy / Selfishness
 ☹️ **You're gaining a new situation!**
- (17) *He doesn't like you* |_|_|_|_|
 🌟 Hurt / Rejection / Disheartenment
 ☹️ **So? You're OK, he's OK**
- (18) *You're not good enough* |_|_|_|_|
 🌟 Inadequacy / Inferiority
 ☹️ **You're important**
- (19) *Say something, do something* |_|_|_|_|
 🌟 Uneasiness
 ☹️ **Why must you?**
- (20) *You are boasting* |_|_|_|_|
 🌟 Insecurity
 ☹️ **Why are you boasting?**
- (21) *You knew already, get it over* |_|_|_|_|
 🌟 Impatience
 ☹️ **Wait a minute! Listen!**
- (22) *What must you do?* |_|_|_|_|
 🌟 Restlessness / Apprehension
 ☹️ **Sting the Bull!** (see page 61)
- (23) *You haven't done this!* |_|_|_|_|
 🌟 Pressure / Anxiety
 ☹️ **Sting the Bull!**
- (24) *You must finish that!* |_|_|_|_|
 🌟 Pressure / Impatience
 ☹️ **Sting the Bull!**
- (25) *You're going to be late!* |_|_|_|_|
 🌟 Irritability / Fear of losing / Panic
 ☹️ **Sting the Bull!**
- (26) *You're going to lose!* |_|_|_|_|
 🌟 Fear of losing
 ☹️ **Grab the Monkeys!**
- (27) *What's going to happen?*
 🌟 Anxiety / Fear of losing / Panic
 ☹️ **You don't know! Keep your mind open!**

- (28) *You're going to lose!* |_|_|_|_|
 🚫 Fear of losing
 ☹ **Grab the Monkeys!**
- (29) *You're not OK, they are (he is, she is) not OK* |_|_|_|_|
 🚫 Uneasiness / Resentment / Hate / Suspicion / Distrust / Jealousy / Pride / Aggressivity
 ☹ **Grab the Monkeys!**
- (30) *Who is he anyway?* Idem |_|_|_|_|
- (31) *You don't like him* Idem |_|_|_|_|
- (32) *You don't believe him* Idem |_|_|_|_|
- (33) *You don't trust him* Idem |_|_|_|_|
- (34) *Why is he so nice?* Idem |_|_|_|_|
- (35) *What does he want?* Idem |_|_|_|_|
- (36) *You're OK, they are (he is, she is) not OK* |_|_|_|_|
 🚫 Insecurity, Aggressivity
 ☹ **They're OK, you're OK**
- (37) *He's not good enough for you* |_|_|_|_|
 🚫 Inferiority
 ☹ **Why are you feeling inferior?**
- (38) *What are they going to think if you're seen with him?* |_|_|_|_|
 🚫 Fear of disapproval, ridicule, criticism / Anxiety
 ☹ **Grab the Monkeys!**
- (39) *You'll lower yourself* |_|_|_|_|
 🚫 Fear of being looked down upon by others / Pride
 ☹ **How?**
- (40) *You won't tolerate him* |_|_|_|_|
 🚫 Impatience / Uneasiness
 ☹ **He's OK, you're OK**
- (41) *You are judging* |_|_|_|_|
 🚫 Anger / Insecurity / Inferiority
 ☹ **Who's in charge? Your Monkeys or you?**
- (42) *You are criticizing* |_|_|_|_|
 🚫 Anger / Insecurity / Inferiority
 ☹ **Grab the Monkeys!**

| | |
|--|----------------------|
| (43) <i>You are admonishing</i> | <input type="text"/> |
| ☛ Anger / Insecurity / Inferiority | |
| ☹ Who's in charge? Your Monkeys or you? | |
| (44) <i>You are preaching</i> | <input type="text"/> |
| ☛ Anger / Insecurity / Inferiority | |
| ☹ Grab the Monkeys! | |
| (45) <i>You are pressuring</i> | <input type="text"/> |
| ☛ Anger / Insecurity / Inferiority | |
| ☹ Who's in charge? Your Monkeys or you? | |
| (46) <i>You want it your way, you want to be right</i> | <input type="text"/> |
| ☛ Vulnerability / Aggressivity / Rigidity | |
| ☹ You're flexible! | |
| (47) <i>You want it perfect</i> | <input type="text"/> |
| ☛ Dissatisfaction / Frustration / Anger (when unfulfilled) | |
| ☹ You can accept <i>some</i> imperfection! | |
| (48) <i>You want to be respected</i> | <input type="text"/> |
| ☛ Insecurity / Vulnerability | |
| ☹ Why are you feeling <i>that</i> insecure? | |
| (49) <i>He is not respecting you</i> | <input type="text"/> |
| ☛ Anger / Humiliation / Aggressivity | |
| ☹ Why do you need to be respected? | |
| (50) <i>He is attacking you</i> | <input type="text"/> |
| ☛ Vulnerability | |
| ☹ No, he is expressing himself! Just listen... | |

Note: Self-Combat trainees regain control of the situation fast with **Grab the Monkeys!** as their Counter-Thought. As long as this Counter-Thought is associated with *all* negative feelings, the subconscious will automatically send out a signal to "switch off" all Destructive-Thoughts whenever there is slight anxiety, fear or distress in the individual.

Who's in charge? Your Monkeys or you? is another effective blocking tool. Of course, a lot depends on the strength of our past experiences, but Counter-Thoughts should be created to suit our own personal defense system. Re-recording is like rebuilding ourselves a brand new home. It should be fun.

ANDRE Once we have evaluated the Monkeys, we need to learn how to grab them through a simulation.



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 work performance. We shall also learn to lure our "enemies" into the open with a confrontation. Once we know which hit-and-run ape has been stealing our opportunities, we can then deal with it effectively.

I have a list of situations here that you can simulate, but you can pick your own experience and proceed from there. Imagine yourself in these situations:



■ You're presently stuck in traffic on your way to an important meeting. Can you stop the Monkeys from making it worse? How?

■ You're alone in the lift with someone who can look and grin at you simultaneously. Cursing the architect for not installing a Turbo-lift won't help. What do you do?

■ Someone walks into your office without knocking while you are busy.

■ Your darling spouse loves to invite friends over for dinner – without warning. Upset by the sudden change of plans, your digestive system refused to function on the turkey last week. He/she did it again!

■ Your secretary tells you she misplaced the very file you're looking for – five minutes before a major board meeting.

■ The waiter presents the bill. Service was lousy. You're not a

masochist, but used to tipping heavily. What now?

■ No kidding. Your company *is* being threatened by a hostile takeover.

■ You discover your youngest son/daughter is in love. And wants to live with Cocaine.

■ During negotiations, your adversary becomes arrogant and aggressive.

■ You spent your last drop of tears and patience and your colleague still drops by twice a week to tell you his sorrows.

■ You're in a situation where you know you shouldn't procrastinate. So, what could be stopping you?

■ Here's someone who really attracts you. Heavy thumping on your chest can kill you before you get a chance to show your teeth. Now, how do you show your teeth without undue damage to your chest?



ANDRE From this list, imagine you're stuck in a traffic jam on your way to an important meeting...

If you wish, you can also do a written simulation using past experiences to start out. Here's how:

- Recall a past negative experience.
- Identify the destructive thoughts or Monkeys that were at play.
- Create your own Counter-Thoughts.

A Counter-Thought is simply a re-recording of an objective thought that is backed up by common sense reasoning.

■ Re-recording of Counter-Thoughts

For each Monkey thought, there should be a re-recording of an effective Counter-Thought. Examples:

Thought: *What are they going to think?*

Counter-Thought: ☹ *You don't know!* ☹ *Why don't you let them think?*

Thought: *You can't.*

Counter-Thought: ☺ *You can do it!* / ☺ *You can try!*

This technique is simply an association of ideas or thoughts. So as when the first thought is activated, the second thought is triggered simultaneously and takes precedence. For example: ☹ **You can try!** would supersede *You can't*. *Say something, do something* would be invalidated by ☹ **Why must you?** However, it is not that simple, as each Counter-Thought has to have the backing of powerful reasoning.

Re-recordings should be carried out by first understanding how these destructive thoughts or Monkeys were born, then questioning their validity. For instance, one could examine the rigidity of a *You should*.

There are countless *Shoulds* relating to ideals, principles, and ways to function, which can easily frustrate and anger an individual who tries to uphold them in the face of opposing concepts or acts. In a heated debate, *Shoulds* and *Shouldn'ts* can be seen in action, fueled by *You want it perfect* / *You want it your way* / *You want to be right*, etc.

After comprehending how these thoughts originated, the individual can then treat them as archaic data, having no utility for present day transactions.

For example, for *You should*, *You shouldn't*, we are going to ask ourselves these questions: Why should you? Why shouldn't you? What

would be the consequences?

Likewise, *You're not good enough*, an old pessimistic tune that dates back to when the person was a five-year old, is simply outdated. One can compare its current use to a modern-day businessman riding his horse from country to country on business trips. Or a computer data bank relying on information that is inappropriate, prejudicial or obsolete. Nonetheless, executives today are still caught roaming with archaic data while in pursuit of present day objectives.

Re-recording therefore needs reflection and new perceptions. It is a matter of changing old data for new ones. Some people are heard to argue with: *"Look, it's my whole education, I was brought up that way. It's too late to do anything now."* This is equal to saying: *"My parents left me this old, crumbling house. The roofs are leaking, the furniture falls apart – none of the things seem to work. But I'm afraid it's too late to do anything about it now."*

Ever heard of the famous alcoholic father who constantly beats his two sons? One of the sons grew up and started drinking and maltreating his family. When he finally had to seek treatment, his excuse for drinking and beating his family was: *"Now, what do you expect? My father was a drunk. I knew nothing else."* Meanwhile, his brother grew up to be a successful, responsible adult with no drinking problem. Says he: *"I'm the way I am because my father was a drunk and I was beaten. I sure didn't want to be like him."*

In Self-Combat, we too 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 thus avoid being controlled and locked in by our oppressive Monkeys.

BARBARA So, you do one simulation a week. As Andre just said, you can recall a past experience and start working from there... Like being caught in a traffic jam. Or a new situation that is likely to take place in the near future.

During a simulation, your objective is to try and identify which of the Monkeys are likely to attack you. List them one by one on paper. Then reason with them as if they were real people.

For example: if the Monkey (19) is forcing you to say something / do something – you ask: Why? Can't you enjoy a moment of silence? Why must you force yourself to say or do something? Can't you just feel the moment. Now, who's in charge? You or your Monkeys?

So, your assignment is one simulation a week – and one confrontation a week. The objective of a confrontation is to flush out the Monkeys. When faced with a difficult or unpleasant situation or predicament, most people have a tendency to run away. By so doing, they allow the Monkeys power over them.

Now, let's imagine we had to say no to someone, and we have been putting it off for fear of displeasing the person. In fact, what we are doing is simply surrendering to our Monkeys.

A confrontation would be to pick up the phone and simply say no. We may feel bad about having to say no. We may even feel anxious or fearful of losing. If we did, we want to know why. And that's the objective of a confrontation. Finding out the immediate cause of our inability to act normally.

ANDRE If we can't tell the waiter who just served us that the food is cold, or tell our neighbor to stop making that much noise after midnight, or say no to our mother-in-law who insists on having our presence every weekend, then we are giving power to our own Monkeys. They, the Monkeys, would control our lives and make us fearful.

It would not be the waiter, it would not be the neighbor, it would not be our mother-in-law who have power over us – but our own Monkeys. Simply because we are not confronting them.

The more confrontations you do, the stronger you get. You then have greater control over your own life.

We must not forget, however, that we're engaged in a "terrorist" type of war with these Monkeys. This means that no matter where, when, or what we do: work, play or sleep – we risk being attacked, at anytime.

We're getting shot at by our Monkeys at least twice a day – that's 730 times a year! We can't help being assaulted by them, but our objective should be to speed up our recovery time. In other words, try to recover

fast from each attack and be back to normal.

Those who fail to recover in time may stay crippled for life. The rich, the poor, the beautiful, the unattractive, the literate, the ignorant, all have fallen victims.

As long as you and I possess a mind, this Monkey war *is* going to continue, and we're all going to be influenced, through varying degrees, by the random assault of our very own hit-and-run thoughts. And this, inevitably, would affect our professional as well as our personal lives – they're very much linked.

Hence, we may safely conclude that the success of both our personal and professional lives, and that of society, depends largely on who's in control – our Monkeys or us.

BARBARA If we don't reason with these Monkeys, they could destroy us. We need new values. New perception. And this can be done by examining our own Monkeys.

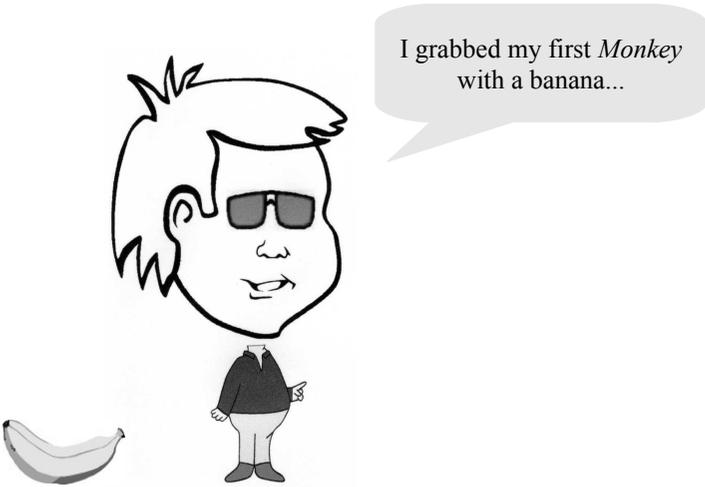
Our Monkeys are telling us: *"You should do this, you should do that"* and we need to ask: Why? And not follow them blindly.

There's an old proverb: *"A person who asks questions remains an idiot for a moment; a person who doesn't remains an idiot all his or her life"*.

ANDRE Monkeys have been stealing our time, our energy, our objectivity, our opportunities, and our success. It's about time we grabbed them through a confrontation and a simulation.

BARBARA Don't forget, we have our allies! Next, we're going to release the Tigers. The Tigers are our most powerful internal allies. There are ten of them...

They are simply Command-Thoughts. Thoughts that you and I can trigger at will – voluntarily! When you release one of these Command-Thoughts or Tigers, all the Monkeys will scam. You won't find a single Monkey there to steal your time or energy when your Tigers are around.



Wow, that's real street-smarts!



■ Command-Thoughts or Tigers

This is a voluntary activation of thoughts that would create a positive state of mind. A person having control of his subconscious can "command" his thoughts (release the Tigers) to take charge of any situation. There are ten such "Commands" (Cd) or Tigers listed below.



Cd1: You're appreciative of what you have, and what you can do.

This Tiger can be released at any time of day or night to scare away the Monkeys. When brought to conscious attention, the Cd1 helps the individual appreciate all the little things (and the big ones) he has, and all the things he can do, bringing positive feelings and renewed enthusiasm.

Example:

"Barbara, you're appreciative that you have good health, a job, a phone, a computer, friends to call, etc. You're appreciative of the fact that you can eat, go to the movies, work on your project, take a hot bath, share your thoughts with someone, etc..."

By being appreciative, one enjoys what one is doing, and can therefore be more productive and efficient. It is a well-known fact that people succeed better if they appreciate and enjoy what they are doing.

Cd2: You're OK, everybody's OK.

Symbolically, the concept of You're OK, everybody's OK means we are all first-rate, billion-dollar computers. Most computers are programmed

differently, some with data that are erroneous; this, however, does not imply that the computers themselves are worthless or not OK.

Therefore, if someone's behavioral data are different to ours, it does not mean that he or she is not OK. With this new perception, all men are seen as unique and important – whether a man is an architect, an engineer, a truck driver, a company president or unemployed – he or she is the sole owner of a set of valuable data that can be brought to good use.

You're OK means accepting yourself 100% – whoever you are, or whatever you do. Everybody's OK means accepting the person in front of you 100%. We may not agree with the person, but we accept and respect his or her views. Wouldn't we like someone to accept and respect our views and opinion? How would we feel if someone did that?

Cd3: You're open!

This Tiger commands the individual to be open in his fight against fear and prejudice. It leads his mind to new approaches and techniques to winning his battles. It would also help the individual collect valuable information.

Cd4: You're calm.

By saying to oneself, "*You're calm*" and feeling it, one can affect a momentary state of quiet. This is good for the nerves, liver and ulcers. When one is calm, nerve-rattling activities take a break and one's liver is less inclined to get Johnnie Walked on.

Cd5: You're seeing, hearing or feeling the moment.

Seeing, in this context, implies acute observation by the eyes. Whether Boris is looking at an animated scene, a still object, or a spot on his face, he is indulging in a conscious act. To see is a stage above the subconscious state. Unless he reflects on the things observed, he is void of feelings. Similarly, when a man is tuned to hearing, he could go wholly unperturbed by what he hears, unless he searches its meaning by descending to the subconscious state.

When we are in a cinema watching a film, we could say that we are fully in a subconscious state. We are arrested by images that flash across

the screen, and we often feel and react to these images as if they were real, unaware of the actual reality of being glued to our seats.

There are a million things that are accomplished while in this state, but we do them in varying degrees of subconsciousness. For instance, when we type, read, eat, converse, change gears, walk downstairs; or when we are angry, frightened, amused, sad, worried or happy.

The illustration below shows the stages and levels of consciousness:

| | | |
|---------------------------|---|--------------------|
| Conscious state | - | Wide awake – Alert |
| (Absence of feelings) | - | |
| | - | |
| | - | Awake |
| | - | |
| Subconscious state | - | |
| (Feelings & emotions) | - | |
| | - | Half asleep |
| | - | |
| | - | Light sleep |
| | - | |
| | - | Deep sleep |
| | - | |
| Unconscious state | - | Coma. |

Feeling the moment means being totally aware of the present moment, and our breathing. In this state, one can achieve an emptiness of mind which is highly reposing. We can begin the exercise by simply feeling the moment. Then progressing slowly on to hearing, listening to the noises present in the environment or in the far distance. It is best not to distinguish the sounds heard, but to concentrate purely on hearing. Gradually, we begin seeing the objects in the surroundings. Focusing on them individually for as long as we can, then moving on to the next. If necessary, we could time the whole exercise, progressively extending its initial 30-second period to a much longer duration.

We could also do the Cd5 on *seeing*, *hearing* or *feeling* separately, at different moments during the day.

Cd6: You're positive in yourself and in others.

Cd7: **You're confident in yourself and in others.**

Cd8: **You're enthusiastic!**

Cd9: **You're generous with yourself and with others.**

Cd10: **You're decisive.**

The last five Commands are evident and self-explanatory.

To control a situation **– Grab the Monkeys & release the Tigers!**

You are going to invest three minutes a day releasing these Tigers. That's about 2% of your time. Release each Tiger for 30 seconds only – before or after breakfast, lunch and dinner. Note these timetables on your agenda:

Monday

Breakfast: Cd5 (*You're seeing*) + Cd1 (*You're appreciative*)
Lunch: Cd5 (*You're hearing*) + Cd2 (*You're OK, everybody's OK*)
Dinner: Cd5 (*You're feeling*) + Cd1 (*You're appreciative*)

Tuesday

Breakfast: Cd5 (*You're seeing*) + Cd1 (*You're appreciative*)
Lunch: Cd5 (*You're hearing*) + Cd3 (*You're open!*)
Dinner: Cd5 (*You're feeling*) + Cd1 (*You're appreciative*)

Wednesday

Breakfast: Cd5 (*You're seeing*) + Cd1 (*You're appreciative*)
Lunch: Cd5 (*You're hearing*) + Cd4 (*You're calm*)
Dinner: Cd5 (*You're feeling*) + Cd1 (*You're appreciative*)

Thursday

Breakfast: Cd5 (*You're seeing*) + Cd1 (*You're appreciative*)
Lunch: Cd5 (*You're hearing*) + Cd6 (*You're positive*)
Dinner: Cd5 (*You're feeling*) + Cd1 (*You're appreciative*)

Friday

Breakfast: Cd5 (*You're seeing*) + Cd1 (*You're appreciative*)
Lunch: Cd5 (*You're hearing*) + Cd8 (*You're enthusiastic*)
Dinner: Cd5 (*You're feeling*) + Cd1 (*You're appreciative*)

Saturday

Breakfast: Cd5 (*You're seeing*) + Cd1 (*You're appreciative*)
Lunch: Cd5 (*You're hearing*) + Cd9 (*You're generous*)
Dinner: Cd5 (*You're feeling*) + Cd1 (*You're appreciative*)

Sunday

Breakfast: Cd5 (*You're seeing*) + Cd1 (*You're appreciative*)
Lunch: Cd5 (*You're hearing*) + Cd10 (*You're decisive*)
Dinner: Cd5 (*You're feeling*) + Cd1 (*You're appreciative*)

During the week, these Tigers will follow you and protect you from your "enemies". You may choose to alternate the Cds, but it is advisable that the Cd5 on seeing, hearing and feeling be commanded three times a day, and the Cd1, twice a day. You may also choose to extend the duration of these preliminary exercises.

Note: When seeing, hearing or feeling the moment, you may look pensive or mindily-occupied. Your friends or colleagues may not understand your Self-Combat state, and may inquire if everything is OK. So, don't be too surprised by their concern.



Who's in charge? Your *Monkeys* or you?

My mother-in-law...



Peter Didn't someone say we use only 10% of our potential?

BARBARA Professor Karl Pribram at Stanford did research and came up with the conclusion that we use only 10% of our potential.

Peter So what actually happens to the other 90%?

BARBARA Well, they are simply unexploited! Or grabbed by the Monkeys!

(Laughter)

ANDRE Right, the other 90% are simply unexploited! Here's a personal example:

30 years ago, I tried to speak before an audience for the first time. While on stage, I immediately felt my legs turn into wet spaghetti...

I was standing there all alone – petrified. My mind was in total confusion. My heart pounded like crazy as I left the stage without uttering a word. What do you think happened to my potential as a speaker then?

Georges Boy, I had the same experience! It was one of the most terrifying things. I still feel shaky each time I speak before an audience. I am sure there are some tricks we can use to counter this fear, and that's why I'm here.

ANDRE What scared you and me is not the situation per se, or people in the audience, but our perception of the situation, and our perception of people.

You and I were probably mugged by thoughts like: *What are they going to think? You're not good enough. You'll make a fool of yourself.*

Georges So, what's scaring us is internal. What is suppressing our potential is something from the inside and not outside.

ANDRE Right, our enemies are not situations or people – but our own perception of people, or of the situation. If we understand this single basic law in Self-Combat, we are half-way to maximizing our potential.

Here's a different example of a situation perceived by two groups of people as recounted by Tom Peters & Robert Waterman:

An experiment was carried out with two groups of people. The people had to solve a number of complex puzzles and proofread some texts, in specific conditions: they were submitted to a loud, recurrent noise that came from various sources.

The second group was given an off switch that enabled them to stop the noise. The first group did not have this switch.

And here is the result of the experiment:

“The group with the off switch solved five times the number of puzzles as their cohorts, and made but a tiny fraction of the number of proof-reading errors.

Now for the kicker... None of the subjects in the off switch group ever used the switch. The mere knowledge that one can exert control made the difference”.

Why was the first group submitted to the background noise less efficient? Because of the noise? No. The second group proved to be five times more efficient while faced with the same situation. So, what happened?

BARBARA The answer to this question will not only liberate our potential, but will help us understand better how our mind works. In the example given, it is not the situation that made the difference, but the perception of the situation. One group's subconscious was playing: *You want, you can*, and the other group: *You want, you can't*.

We see that the involuntary activation of our Monkeys could produce all types of negative feelings and emotions, and thus hinder our ability to function effectively.

Peter My Monkeys have turned into Gorillas!

(Laughter)

BARBARA Well, there is also a baby Monkey called *Yes, but*, which is not as imposing as a Gorilla, but can be equally detrimental to

our growth – it would deny all suggestions or information given to us.

This runaway rebel from the *You're not OK, they're not OK* clan is often suspicious, resentful, and proud, and has a habit of systematically throwing away information. So, be careful, though it is not on the list it can be a deadly enemy.



Can I be your friend ?

Yes, but...



Wanna ride on my back?

Yes, but...



Don't you trust me?

Yes, but...



Can I get you a banana?

Yes, but...



Now, your first task would be to evaluate the strength of these Monkeys. Run through the list of thoughts and mark their strength. If a thought is powerful and has been attacking you regularly, you give it a 9 or a 10. And work on it.

Then you go out and grab the Monkeys by doing a simulation and a confrontation. Try to identify the culprits that are most likely to attack you in any situation.

So, you simply simulate. Recall a past experience and start working from there. During a simulation, your objective is to try and identify which of the Monkeys are likely to attack you.

List them one by one on paper. Then reason with them as if they were real people. If the Monkeys are telling you that you're going to be late and you're going to lose, you simply ask them: how?

By rushing and burning the red lights, you stand an even greater chance of an accident and really losing. You risk being crippled for life if you get bullied by them into doing something reckless! Tell your Monkeys!

Monica This is true... I was late for a meeting once and I was telling myself it isn't that important, and that I shouldn't be anxious and to stop rushing and watch out for the cars and not risk a stupid accident by driving so recklessly.

I tried to reason with myself, though I admit it wasn't easy. And you know what happened? When I arrived at the office, the person wasn't there! He himself was caught in a jam. And I bet he too was assaulted by his own Monkeys because he kept apologizing for being late.

BARBARA So, remember, one simulation a week. And one confrontation a week. The objective of a confrontation is to flush out the Monkeys. When faced with a difficult or unpleasant situation or predicament, most people have a tendency to run away. By so doing, they allow the Monkeys power over them.

Now, let's imagine we had to say no to someone, and we have been putting it off for fear of displeasing the person. In fact, what we are doing is simply surrendering to our Monkeys. A confrontation would be to pick up the phone and simply say, 'No.'

We may feel bad about having to say no. We may even feel anxious or fearful of losing. If we did, we want to know why. And that's the objective of a confrontation. Finding out the immediate cause of our inability to act.

ANDRE As I said earlier, if you can't tell the waiter who served you that the dish is cold, or tell your neighbors to stop making that much noise, or refuse your mother-in-law who insists on having your presence over the weekend, then you are giving power to your own Monkeys. They, the Monkeys, would control your lives and make you a prisoner.

It would not be the waiter, it would not be the neighbors, it would not be our mother-in-law, who have power over us – but our Monkeys. Simply because we are not confronting them. The more confrontations we do, the stronger we get. We then have greater control over our lives.

Steven I find it hard to accept that some people are OK. In business, we're taught to outsmart and outwit our competitors. We get some nasty people in this world. Anyway, if you're OK and everybody's OK, why are you giving this seminar? Isn't it an indirect inference that others are not OK?

ANDRE It could be taken as an inference. It could also be perceived as a desire by us to share our Self-Combat experiences.

Here's an example of a man had just won the Loto and bought himself a smashing car. On his way to work one day, he stopped by to offer colleagues a lift in his new toy.

However genuine, this act set off diverse reactions: one colleague, possessed by pride and resentment, refused the lift with: "*Who's he anyway?*" One eagerly climbed aboard in his spontaneous *Child* state. The third began a sermon on extravagance. While the fourth simply appreciated the offer.

Self-Combat is a matter of choice and decision-making. We're not forcing people to accept others as being OK. You could, if you wish, perceive your competitor or your colleague as a not OK son-of-a-bitch, and project your animosity towards him.

If you think a person is not OK and you do not wish to accept him or her

as an individual, how do you feel when you are in the presence of this person? The answer is rapid and simple: bad! You simply feel – bad. Sometimes real bad! Look at the feelings that would be triggered – involuntarily under *You're OK, they're not OK* (36) and *You're not OK, they're not OK* (29).

Uneasiness, resentment, hate, suspicion, distrust, jealousy, aggressivity. Is this how we wish to feel? If that's the type of feelings we love to have, we are welcome to it. However, if it's not the type of feelings we want, then just bring in the Tigers. You'll feel good, very good – with your Tigers.

Imagine you have a compact disc that you could insert into your subconscious computer at will and play whatever feelings you want – now! This very second! And the opportunity is yours. You could trigger great feelings of enthusiasm, joy, appreciation, confidence... simply by letting your Tigers roam about.

Now, if you wanna feel bad... real bad – again, no problem. Just let your Monkeys do the work. The decision is ours. The choice is ours. Nobody else's! This is Self-Combat. This is not religion. It's not psychology. It's just horse sense.

Virginy When we are feeling happy, are we in a subconscious state?

ANDRE Yes, we are indeed in a subconscious state. Happiness is obtained through release or stimulation of positive data in our subconscious.

Steven If someone really despises or hates you, how do you bring yourself to think positive of him?

ANDRE Firstly, we must understand that this person who hates you is being set upon by his own Monkeys. What would one do if someone is viciously assaulted by his Monkeys or gorillas and knows no defense?

Steven That's what I'd like to know... What do you do?

ANDRE You accept this person who is hostile to you, and perceive him as a victim and not as an aggressor. This way, you wouldn't be bugged by any negative feelings. And you'll be able to talk to him nor-

mally as a person.

When you do the Cd2 *You're OK, everybody's OK* you strongly visualize this person in your mind and *you* decide there and then that he or she is OK. This decision would diminish the power this person has on you, and allow you to behave normally.

Helen I have a question... Er, you make Self-Combat sound so simple, but is it?

ANDRE Yes and no. It's easy to understand, but it isn't that simple to perform. Allow me to recount a short story...

13-year-old Mark wanted muscles. So Dad bought him the latest training equipment he could find. He even built his son a private gym.

Two years later, Mark was still his skinny self. And still being pushed around in school. What do you think happened? Having the necessary "tools" is not enough, the individual would have to use them. This requires effort, and therefore is not easy.

Chris Argyris in *Personality & Organization* wrote:

"Executives have been observed to analyze beautifully, and verbally solve a case that focuses on 'understanding the other person' and five minutes later, show little or no ability to use this knowledge in a hot argument with the man across the table."

Why?

Virginy Another question... Don't you think the state of being appreciative could lead to complacency in the individual, killing all motivation and growth in the person?

ANDRE On the contrary, when we are aware of what we have, and what we can do with what we have, it brings happiness, excitement and enthusiasm.

In this state of well-being, the individual is inclined towards progress. His natural tendency to want to know more, and to explore, is boosted by the joy he experiences through being appreciative. This inevitably

leads to self-motivation and growth.

Helen Isn't the repression of feelings dangerous?

ANDRE It is dangerous as this can have adverse psychological and physiological effects on the individual. Most psychosomatic illnesses are caused through the repression of feelings.

In Self-Combat, the trainee is not taught to repress his feelings when faced with a situation. He is trained to see and understand the situation, then decide how he wants to feel about it.

If through the manifestation of anger he is able to correct or prevent the recurrence of a misdeed, he may choose to feel angry. But then he would have first to take into consideration the consequences it may have on the persons or person he is angry at.

Francis, head of a department, may be naturally angry when dissatisfied with the way things are done by members of his team. By spontaneously reacting with anger, he releases his feelings. This is fine, but in the long run, his unpremeditated outbursts could result in the instillation of fear that could affect morale, initiative and confidence in his men. Had he tried to *see*, understand, and then decide on the appropriate action, he needn't have reacted with negative feelings.

Here's a quote from the late Richard Nixon, former US president, talking about Watergate: *"The errors that I could have committed came from the heart, and not from the brain."*

The curtailment of negative feelings is seen as a choice, and not a repressive measure. Furthermore, it does not suggest the annihilation of all feelings. In fact, the active promotion of joy, enthusiasm, affection, confidence, and feelings of trust, is one of the key practices in Self-Combat.

Helen When re-recording a Counter-Thought: *You don't know! Why don't you let them think?* – does this mean that we have to totally ignore people's feelings?

ANDRE No, we would not be really ignoring people's feelings. We would simply be living the present moment, and doing our thing.

However, if someone reacted negatively or strongly to our behavior, our *Adult* could then decide if a change is needed. Also from past accumulation of data, we could, if required, through probability estimating, gain access to a clearer picture regarding the outcome of our conduct. We have equally to beware of being caught in the tyranny of reason, of rational thought.

Ursula Doesn't the practice of Self-Combat lead managers to adopt a democratic style of management?

ANDRE Not necessarily...

Managers should be understanding and liberal-minded, yet tough. Tough on decisions, on the implementation of basic company values, while remaining flexible at all times.

The manager has to use his common sense and to adapt to circumstances. If a situation calls for a show of authority, he is to use his power to achieve his objective.

Ursula You seem to think that French and American managers share identical problems, do they?

ANDRE I think they do. The functions of management principally involve the management of people. And people are basically the same in each country – they have almost identical needs and wants. Experiments have shown that one can install a Japanese manager in the U.S. and *vice-versa* and make it work. Whether French or American, the successful manager must know how people function.

Karen I have this question about guilt. Let's say you have to lay off 1,000 people and you know you're going to affect their lives badly – how do you handle feelings of guilt at a later stage? We've known people who made drastic decisions and later felt guilty all their lives.

ANDRE Firstly, how do you know you are going to affect their lives badly? Some may be glad to change jobs and find something more interesting or rewarding. Secondly, we must understand the principle of intentionality. When you first made the decision to lay off those people, did you intentionally wish to do harm to them? Or did you make it with the intention of saving the company, so that thousands of others could

continue to keep their jobs?

See it this way, in the old days when a surgeon had to operate on a patient without anesthetic, he just went ahead and cut. He knew the patient would holler in pain, but he also knew his intention was good. To combat guilt, we must question our intention.

If our intention is good and our action is “bad”, even drastic, then it is good – and there is no reason to feel guilty. If we have no bad intention to harm, why should we feel guilty?

Karen Yes, I see, that’s true. We don’t normally reason this way...

Peter This session is very dense. I'm thinking a lot. It forces me to think. And it would help if we could just have a run down on what we should do when we go Monkey-bashing during the week.

(Laughter)

ANDRE Just a reminder, don't take these sessions too seriously, or too important – or you'll feel pressured. If you capture just 10% of what's been said during each session, it's enough.

I think Barbara will recapitulate briefly on your first assignments for the week before we go on to our next concept on time management: *Sting the Bull with 3 Bees*.

BARBARA To grab the Monkeys and release the Tigers, here are your exercises for the week:

- When you find a quiet moment, run through the list and evaluate the strength of your Monkeys.
- During the week, do one simulation and one confrontation.
- Release your Tigers each day for 3 minutes.

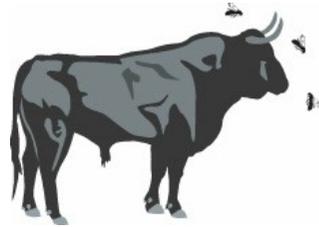
You should see a rapid transformation in your behavioral comporment. Don't be too surprised if others notice. You've simply put a Tiger in your tank!

(Laughter)

■ Time Management - *Sting the Bull with 3 Bees*

ANDRE To maximize our potential, we need good time management. In a recent survey, it is shown that two out of three managers in France suffer from stress. In the States, the cost of stress is evaluated at over sixty billion dollars.

The image of a charging bull is depicted to represent a gang of Monkeys on our backs screaming: *You haven't done this! / You must finish that! / You're going to be late! / You're going to lose! and What's going to happen?*



When these thoughts are triggered involuntarily, we would feel restless, anxious, impatient and irritable. A sure sign that we are being chased by the Bull. When you're not relaxed, or when you can't listen, or concentrate, it can also be an indication that the Bull is on our heels.

Most people have fallen victims to the Bull without being fully aware. To allay the constant pressure on work performance, some are compelled to seek refuge in alcohol. Others, through excessive eating or smoking. This, in turn, could lead to various complications.

Take obesity. Obesity is a major contributor to cardiovascular disease. In fact, it is America's N°1 killer. I don't know if it is the same in France. Anyway, the Bull is a great bully at dunking us on food. If you don't believe this, next time you unconsciously grab some food to put to your mouth – stop! Then ask yourself if you are really hungry, or, if you are eating just to ease off pressure coming from your medulla oblongatas.

The Bull can also drive us to drink or smoke. In France, excessive drinking is responsible for more than 30,000 deaths a year; 90% of cases of cirrhosis of the liver, 1/3 of tuberculosis cases, and 10 to 12% of

work accidents.

Smoking kills 365,000 Americans annually, and costs \$1 billion a week in extra health-care and insurance costs. How do we stop the Bull?

- Get your priorities straight.
- Delegate.

Before you retire from work today, take a few minutes to review tomorrow's agenda. You will notice that you have calls to make; appointments and meetings to attend; articles to read; memos to write; etc.

So... You draw three columns on a sheet of paper, or a note pad, with the following headings in each column: Phone, Write, Do. In the first column, you note all the professional and private calls you would make tomorrow. It could be a call to grandma who's ill, your wife or husband, or lover, a colleague, an important client...

Just think of all the people you need to place a call to tomorrow. Then grade their priority of importance by affixing them with 1 Bee (*), 2 Bees (**) or 3 Bees (***). If it's a very important call, and it's imperative that you do it the next day, you put ***.

Do the same with the second column under the heading Write. Note down all the things you need to do the next day that has to do with writing: letters, memos, reports... Then grade their priority of importance by affixing them with 1 Bee (*), 2 Bees (**) or 3 Bees (***).

In the third column under the heading 'Do', note your appointments, meetings, chores... Then grade their priority of importance again by affixing them with 1 Bee (*), 2 Bees (**) or 3 Bees (***).

Next, underline only the 3 Bees (***) with a fluorescent marker, or transfer them below on the same sheet. Then evaluate the time it would take to fulfill the 3 Bees. If your lunch with a client would take 80 minutes, mark ***80 besides it. And ***5 if your call to grandma would last only 5 minutes. This gives you an idea of how much time you need to fulfill the imperatives. You may choose to delegate a few of those that were designated with 1 Bee (*) or 2 Bees (**). As for the other remaining 1 Bee (*) and 2 Bees (**), you can ignore them

completely as they aren't your imperatives. Some 3 Bees can be delegated. Then put a "D" or a name next to the task.

After you've evaluated the time it would take to fulfill the 3 Bees (***) in each column, add the total of the three columns.

| | Phone | Write | Do |
|--------------|---|--|---|
| | Grandma *** Alice ** Thierry * Mr. Collet *** Robertson ** Bruno in Marseille ** G. Springer * Bank ** | Committee Report ** Letter to Peter ** Reply Bob Johnson *** Send check Fauchon * | Lunch – Crillon *** Pick up suit * RV Tanaki – Plaza *** Finish file CIM ** RV Jeanne *** Revise report ** |
| *** | Grandma 5 Mr. Collet 10 | Reply Bob Johnson 20 | Lunch – Crillon 80 RV Tanaki – Plaza 45 RV Jeanne 20 |
| Total | 0h15 | 0h20 | 2h25 |

As you can see from this example, the time required to fulfill the imperatives (3 Bees ***) adds up to three hours: 15" + 20" + 2h25".

This means that you should plan or decide to “work” (make yourself available) for ten hours tomorrow.

Since three hours is taken up by the 3 Bees (***), this would leave you with seven hours to execute the 1 Bee (*) or 2 Bees (**). And since you are not required to accomplish the 1 Bee (*) or 2 Bees (**), the seven remaining hours would constitute your “reserve” time. 30/70 is the ratio that you should aim for. Meaning 70% of “reserve” time and 30% time dedicated to your imperatives.

Should we inverse this ratio and find ourselves with 30% of “reserve” time, and 70% blocked for our imperatives, we would be sending an

open invitation to the Bull, who would gladly accept to make us run and sweat for the day.

However, you can also find yourself with “dead” time. That is, periods of time that are immobilized for a course, or a seminar, or for a trip. Let's imagine you have to be away all afternoon for a seminar from noon to 6 pm (that is 6 hours). In this case, should you decide to "work" ten hours tomorrow, the 30/70 should be calculated on the remaining four hours (10 – 6).

Should you decide to "work" twelve hours, the 30/70 should be calculated on the remaining six hours (12 – 6). And should you plan – exceptionally – to "work" fourteen hours tomorrow and your "dead" time remains unchanged (noon to 6 pm), then the 30/70 should be calculated on the remaining eight hours (14 – 6).

Hence, you can extend your "reserve" time at will. You decide how much time you want to "work" or make yourself available.

BARBARA The effectiveness of this approach is psychological.

ANDRE Knowing unconsciously that one has 70% of "reserve" time is enough for one to feel less pressured. Moreover, we are able to freely decide how much time we want to "work" tomorrow so that our ratio is always 30/70.

This approach to time management has been tested over the years with incredible results. Those who have understood and put it to practice have reported immediate increase in productivity. They feel less stressed knowing at the back of their minds that each day, they have 70% of reserve time at their disposal.

Now, what do you do with the 70% of "reserve" time? You spend it on finishing off the 1 Bee (*) or 2 Bees (**), of course. Or, on emergencies that you have not anticipated or provided for. Like an urgent meeting. A visit to the dentist. Receiving unexpected calls, etc...

However, keep in mind that although you do not have to do the 1 Bee (*) or 2 Bees (**), this does not mean that we are encouraging you to procrastinate. It is simply to help you understand that should you not find time to accomplish them, they will eventually be promoted to 3

Bees (***)). So, be happy, don't worry.

BARBARA We also need to apply our Bees system to incoming calls. This means that before we pick up the phone, we want to ask ourselves if the call is a 1 Bee (*), 2 Bees (**) or 3 Bees (***) call.

This is important, as many have been caught wasting time on a 1 Bee (*) call. This eats away their "reserve" time. So, beware.



I wouldn't trust those Bees. Nick got stung trying to get them to nick the *Bull* in the neck.

Well, my *Bull* finally kicked the bucket and left me in peace. The poor thing went completely bananas chasing all 3 Bees.



ANDRE You also get stopped in the corridors by colleagues who want to share with you their problems, or simply show you an article. Be quick to see if it's a 1 Bee (*), 2 Bees (**) or 3 Bees (***) encounter. Again, many have been caught wasting time and energy, and later wonder why they get chased by the Bull.

Stinging the Bull with 3 Bees is being decisive and getting to essentials. Concentrating on tasks that are most important – that is our imperatives. It is making the best use of our energy, and managing paradox – being organized and spontaneous, allowing room for imponderables.

I hope this explanation is clear, I'm sure you have questions...

Zack When we sting the Bull, can't we separate the professional from the private? Why include personal calls or errands?

BARBARA It's simply more effective if you include both. It clears your mind to have a global picture, and to know that what you consider important will be taken care of that day.

Zack Do we need to sting the Bull during the weekends?

BARBARA It depends. Some do, some don't. We've had reports that it helped. Some say it's compulsory... it gives them a sense of direction and a clear mind. Just try it and decide.

Laurent I work 14 hours a day. I don't see how I could apply the 30/70 ratio to my time schedule. It's practically impossible. I even work weekends on my files. It's simply impossible!

BARBARA Let's see... You're a business lawyer, right? How long have you been chased by the Bull?

Laurent I don't get you.

BARBARA I mean, since how long have you experienced work overload? Do you have colleagues you could delegate some of the work to?

Laurent There are simply too many files to handle. Important cases...

BARBARA How important? More important than a broken ankle? What if you trip and break your ankle tomorrow and have to be laid up for a month?

Laurent Of course, that does not solve my problem.

BARBARA One of the difficulties we will initially encounter with *Sting the Bull with 3 Bees* is how to get our priorities right.

We have a tendency to think that everything is important. When you

start on that footing you'll have plenty of 3 Bees on your agenda. You won't have a 30/70 ratio but a 90/10 ratio. When that happens you simply promote one of your 3 Bees to 4 Bees status and you just forget the 3 Bees!

Laurent, I'm sure you have a lot of important cases to treat. You say you work 14 hours a day...

Laurent Yes, what happens when you actually do have a dozen imperatives?

ANDRE You have no choice in that case. Break them up. Or, they'll break you up. You either choose to delegate, or elect a few to 4 Bees status. In Japan, 10,000 executives die each year from work overload. How important are those files to you when you lie down horizontally for good?

Laurent How do you establish priorities in my profession?

BARBARA Whatever is conducive to the health and growth of your company should be considered priorities – though sometimes these priorities are in direct conflict with your other priorities in life.

You therefore have to decide whether your work comes first, or your personal interests, such as family life that should secure top billing. Don't forget, however, that the shareholders are your boss. At the same time, you shouldn't consider making a profit as the number one objective. Profit is necessary, like breathing is necessary to stay alive. But you don't live just to breathe. You live to do other things...

Take time off to be with the kids. Take up issues that are dear to your heart. They too should be taken into consideration when establishing your priorities. Once your priorities are established, review them once in a while. Others may be crying for attention. I know, it took me time to work all that out in my head.

Georges I understand Laurent. My brother's a lawyer. He's bushed. Those guys really work their butts off. They need a major overhaul in their work procedures – no, a revolution!

BARBARA Let's get back to practicality. You say you work 14

hours a day. Is the whole 14 hours "dead" time? That is, time that's totally immobilized?

Laurent No, of course not. Let's say eight hours are immobilized. Time spent in court appearances and meetings with clients.

BARBARA So you have six hours at your disposal?

Laurent I didn't see it this way.

BARBARA What do you do during these six hours?

Laurent I really have no idea. I suppose I spend it on phone calls, reviewing files, looking for parking meters, getting caught in jams. I really have no idea. I don't really calculate so I have no fixed idea.

BARBARA To sting the Bull, we need a fixed idea, or it won't work.

We first need to know how much time is "immobilized" tomorrow – what we call "dead" time. Then how much time is dedicated to our imperatives (3 Bees ***). From there on, we apply the 30/70 ratio and decide how much time we need to make ourselves available for "work" the next day. This way, we will always have 70% of "reserve time".

Laurent I see, and you end up with an illusion that you have 70% "reserve".

Georges It's not an illusion. You actually do possess 70% of "reserve" time. Whether you use it or not is immaterial. Psychologically, you have 70%. It's like the example of the button. Remember the two groups of people. One group had the button and could switch off the noise but they didn't, and were five times more productive. Er, is that right...?

BARBARA Yes, that's a good example. Anyway, I suggest we try this approach to see if it works for us, and if we still have difficulties in stinging the Bull, we shall talk about it in our next session.

Ursula What happens if your boss wants you for an urgent meeting and you're in the middle of doing what you considered imperative?

BARBARA Your boss should have the priority – unless you can negotiate. Anyway, this shouldn't cause a problem as you have provided for 70% "reserve" time. That's if you haven't already spent it all.

Ursula Why 30/70 and not 50/50 or 40/60?

ANDRE It's psychologically tight with 50/50. Try it, you'll see what I mean. 40/60 is still heavy. If you can get it down to 30/70, it's OK. You'll be an expert if you manage to put the ratio at 20/80 or 10/90.

You guys think it's impossible? Look at Aad Jacobs who heads ING – one of the biggest banks. And listen to Pierre Pâris, the boss of Baring Brothers France, an ING subsidiary: *"When I call, it's Aad Jacobs who picks up the phone, and he answers me by fax that same day."*

How does a guy who runs a major bank find time to do that? The answer is that he manages his priorities well. Having too many priorities is having no priorities at all. You ought to allow for your mind to be free and to wander around in search of better ideas. And having too many "important" things to do each day constricts its ability to move fast and to adapt.

Ursula I have this tendency to consider everything I do as important. I finally end up with too much pressure that I can't handle. It's awful.

BARBARA You'll be introduced to a powerful concept, *Check with Department 33284* in the third session. It will help you see the importance of relativity.

ANDRE Well, I think that's the end of this session.

Just remember your assignments for the week on how to grab the Monkeys and release the Tigers. Starting from tomorrow, you'll feel less pressured if you manage to get the Bull under control.

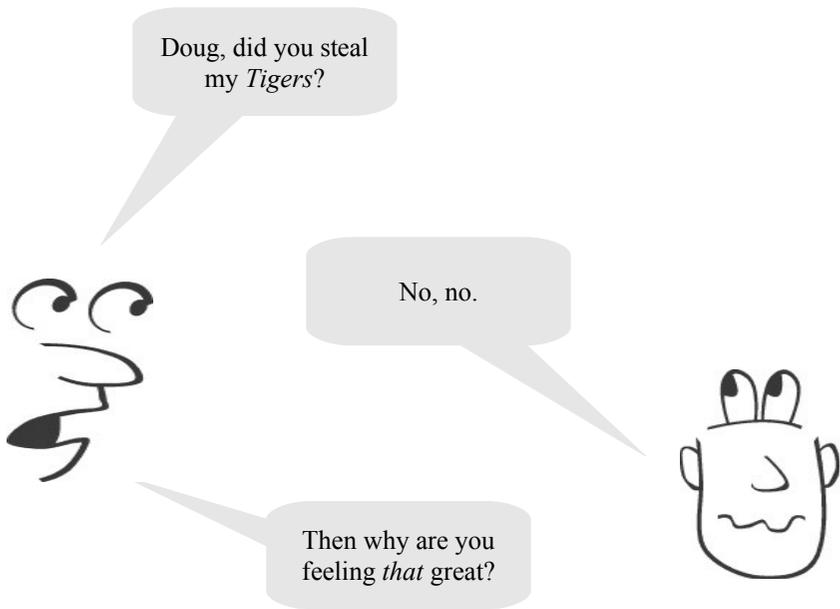
Don't forget to note down your questions if you have any. We'll try to answer them next session. There's no guarantee we have the answers. We'll see... We're all students when it comes to Self-Combat.

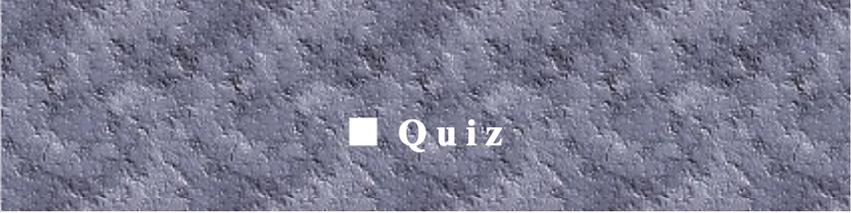
We strongly advise you to try out the concepts exposed in the first

session during the next seven days, before proceeding to session two.

If you wish to test your knowledge on the concepts exposed during this session, you may have fun doing the following quiz.

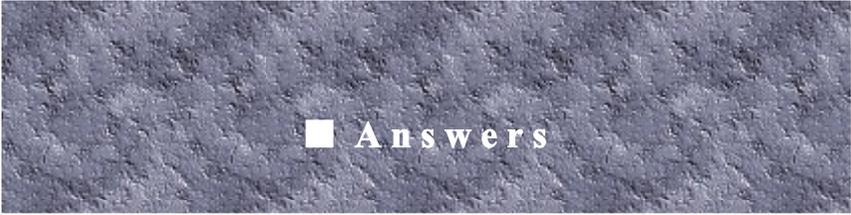
Thank you all for your attention, and see you next session!





■ Quiz

1. Which deadly gang of Monkeys is likely to attack a person when speaking in public for the first time?
2. What if you don't grab the Monkeys?
3. What are the seven feelings or emotions unleashed by the Terrible Twins *You want / You can't*?
4. When Jill noticed that her husband had left the toothpaste tube uncapped, she flew into a rage. Why?
5. Which Monkey launched the first attack on Paul while he was waiting for his client to arrive?
6. How do you lure your "enemies" the Monkeys into the open?
7. A Counter-Thought is simply a re-recording of an objective thought backed up by what?
8. Re-recordings should be carried out by first understanding how Monkeys are born, then what?
9. If we can't tell the waiter who just served us that the food is cold, what are we doing?
10. What have Monkeys been doing to us?
11. What should your ideal time management ratio be?
12. What happens when you have too many 3 Bees (imperatives) on your agenda?



■ Answers

1. *Everybody's looking at you / What are they going to think? / You'll make a fool of yourself / You're not good enough.* This gang can turn your legs into wet spaghetti before you even open your mouth.
2. The Monkeys will grab you! And you risk losing time, money, opportunities and joy of living.
3. Greed, restlessness, discontent, frustration, incapability, defeat, disappointment.
4. She was hit by *Shoulds*.
5. *Should* again!
6. Through a confrontation.
7. Common sense reasoning.
8. Then questioning their validity.
9. We are giving power to our own Monkeys, who would dunk the cold food on us!
10. Stealing our time, our energy, our objectivity, our opportunities – and our success.
11. 30/70.
12. You simply promote one of your 3 Bees to 4 Bees status and you just forget the 3 Bees.



**We read and we forget
We do and we understand!**



Dan Low, a self-improvement and behavioral expert at SelfGrowth.com, is also a veteran corporate trainer. He spent more than 30 years helping individuals control negative emotions and life situations through Eastern/Western behavioral modification techniques. about.me/danlow