

SESSION 2

MAXIMIZING OUR POTENTIAL

- Self-Combat trainees in action
- The three worlds
- The importance of listening; of trying and perseverance; of communication and values. On our attitude towards people
- You are important – a new definition
- Four indispensable concepts: *Call in the Snake / Roll with the Pigs / Shift the Body / Ride the Eagle*
- Quiz & Answers.

ANDRE Welcome to the second session of Self-Combat. I hope you've had a good week walking your Tigers. I'm sure you have questions in mind so let's start with the questions before we go on to new concepts...

Have you encountered any difficulties with the exercises? The simulation, the confrontation? What about stinging the Bull?

Ursula I found a great way to observe the Monkeys! I put a video film cassette on and study the personalities in that film. This way, I am able to be familiar with the Monkeys that are activated in others.

However, I don't quite understand what you're supposed to do during a confrontation. Should you be provoking a fight?

ANDRE No, not at all. The objective of a confrontation is to flush out the Monkeys, even though we may feel uneasy or apprehensive in the beginning. When faced with unpleasant situations, most people would run away. By so doing, they allow their Monkeys power over them.

Confrontation means action. You're not confronting a person, neither are you provoking a fight... You're confronting a situation. In fact, we are simply confronting our own Monkeys.

By going on the offensive and confronting such thoughts as *You can't / You're not good enough*, we will be gaining new experiences.

Imagine you'd like to get up and dance and you can't. Your heart is beating like crazy because there's no one else dancing. A confrontation is to get up and dance.

You may *feel* that all eyes are on you. If so, this means that you're being teased by *Everybody's looking at you!* If you are aware of this feeling or Monkey, you are then able to respond with your Counter-Thought: *So what?* And continue dancing...

Ursula Do you need to do a confrontation each time you are faced with a situation?

ANDRE Not necessarily. You have to do only one confrontation a week, though there are people who do it more frequently. I mean regularly. Till it becomes second nature. It all depends... Keep in mind that we are not provoking a fight during a confrontation. We are not confronting people either, but our Monkeys.

Here's a testimony received 15 years ago from a practitioner:

"I can't recall ever experiencing so much. I realized I was holding the answer to a great number of personal problems. In fact, these various problems have been a constant nightmare both in my professional and personal life. However, within the last week alone, I've actually accomplished things which I've been considering for years!

I've now had the opportunity of using the 'tools' in those situations where I knew serious problems existed (and how!) – either in the manner with which I handled certain situations, or in the way I reacted to a certain set series of circumstances.

In short, I deliberately placed myself in damn awkward situations: situations I would normally avoid. It's here, I'm afraid, that words simply fail to convey the sense of wonder I experienced. Never have I seen success arrive so smoothly."

Ursula The way I do it is to simulate first, then confront. It's easier. I did it three days ago. I asked for a pay increase!

(Laughter)

Virginy Did you get it?

Ursula Not yet. But I felt very good. Very confident. I'd been hesitating for months. But I finally did it with no problems. Once you know your "enemies", it's easier.

BARBARA I think it would be interesting to relate a few experiences of our trainees in action. These experiences were reported to us by Self-Combat trainees during our follow-ups.



■ Self-Combat trainees in action

These anecdotes, compiled from our follow-up meetings with trainees show how men and women gain control of their situations, while having fun doing it.

■ Caroline was not giving in to discouragement when she grabbed her Monkey *You can't do it* with *You can try!* Prior to that, she had been told by most people she met that she couldn't possibly hope to succeed in her new project. After the first month had ended, she replayed the same Counter-Thought and kept it going for three consecutive months. She finally succeeded in doing what she wanted – despite the heavy odds. This brought her immense satisfaction and joy.

■ Thomas wasn't upset when Bruno openly disagreed with him. He listened and encouraged his colleague to talk, and later thanked him for his opinion. He knew from past experiences that the likelihood of being set upon by *You want to be right / You want it your way*, and *He's attacking you* is strong – but he's too fast for them these days.

■ “*I don't think I agree to that...*”. Daniel could hardly believe his ears when voicing out his disagreement. Rarely had he felt such confidence and self-assuredness in expressing his views. His boss was startled, but impressed. Since his decision to fight *You're not good enough / They won't be pleased* and *You're going to lose*, Daniel has gained a high measure of self-esteem and admiration from his colleagues.

■ After realizing what had been responsible for his often rigid

and autocratic style of management, Didier decided to try a new approach. To his vast astonishment, his regular release of the Cd2 (*You're OK, everybody's OK*), Cd6 (*You're positive in yourself and in others*), Cd7 (*You're confident in yourself and in others*) and Cd9 (*You're generous with yourself and with others*), over the past four months had helped create a positive new work environment, and brought more cooperation, feedback and enthusiasm from his subordinates than he had imagined.

■ The delegation of work to others had not been an easy decision for Victor, who suffered stress from assuming too much responsibility. Since overcoming *You want it your way / You want it perfect*, and *You don't trust them*, he was able to share his thoughts and problems with those given new responsibilities. He became more confident in his work relationship with his subordinates. This equally resulted in good team work and coordination with other departments of the company.

■ His ability to trounce *What's going to happen? / You're going to lose* has made Vincent a skillful quick-in-quick-out decider. Swiftly correcting bad decisions and implementing new ones. This has saved him, and his corporation, time and money.

■ The morning had pointed to a gray and cheerless sky above as Mary opened the curtains. After being greeted by the unsmiling weather, she commanded the Cd1 (*You're appreciative of what you have, and what you can do*). Almost instantaneously she felt buoyant and thrilled to be alive. An hour later, she was happily breezing out of her room on her way to work.

■ Given time and less worry, Diane is able to direct her new found energy towards creativity. Living the present moment has cut out most of the stressful thoughts that once bugged her. Occasional assaults from *You should have / You shouldn't have* are handled by *Next time you know!* Bringing future outlets instead of regrets.

■ Simultaneously, it seemed everyone in the sales room gave

perfect birth to silence, creating a momentary air of uneasiness. Michael, who was one of the party, switched on the Cd5 (*You're hearing*) and recorded the lull and the clicking of a cigarette lighter. He would have normally felt uncomfortable, like he always did when everybody stopped talking all at once. He didn't this time – *Say something, do something* could no longer push him around.

■ When she saw her colleague being inadvertently hit by *She's attacking you*, she was quick to reassure him by saying that she may be wrong. This led to a more conciliatory exchange at the table. Her rapidity for spotting and disarming the Monkeys of others have made Sharon an immense asset to her company as a troubleshooter. It has also added to her negotiating skills and given her tremendous power.

■ Peter had been hopelessly shy all his life. *What are they going to think? / You'll make a fool of yourself* and *Everybody's looking at you* were the restrictive thoughts that held him back from people, and from taking any initiatives. He feels more at ease now in company after finally deciding to allow others to do the thinking for him. In the past, he had made it his duty to think for others, and came out with such preconceived thoughts as: *They won't be pleased / You're not good enough* and *They don't like you*, though he was rarely rewarded.

■ After he'd hung up the receiver, Roger immediately fastened his eyes on the desktop. A moment later, he shifted his attention to the red pencil lying beside the phone. When the secretary brought him his coffee, he smiled and thanked her. She wasn't aware that the company's stock had just taken a serious and critical plunge.

Roger fought the dark forces of the subconscious, applying the Cd5 (*You're hearing*) for as long as he could, and then thought of the new situation. He was contemplative, but for a split second, he felt deep anxiety, and knew he had to be alert. He got up and walked to the window. Looking out, he saw the sun shining. He also noticed two pigeons cooing on the edge of the building, and

laughed as one playfully chased the other.

In the days and weeks that followed, Roger had to rely on the Cd5 and the Cd1 (*You're appreciative*) to get him through the sudden strike of reality. His successful handling of the crisis was aided by his calm, and clear-mindedness.

Roberto I have a hard time doing the Cd5.

Ursula Not me. I love it. It's terrific!

BARBARA The Cd5 on *seeing, hearing or feeling* the moment?

Roberto I have problems fixing my attention on seeing the objects. Thoughts keep coming to me and I find myself asking why I'm wasting my time with this exercise. What's the point in seeing?

BARBARA There is a reason, as we shall explain... The Cd5 on seeing helps us to be conscious of the environment – to be externally conscious. Whereas the Cd1 *You're appreciative* helps us to be internally conscious – we become aware of what we have, and what we can do with what we have.

Cd5 allows you to empty your mind, thus getting some distance and being able to see things more objectively.

It also gives you, afterwards a wonderful feeling of freshness, aliveness and joy of living, as well as recovery from tiredness – energizing your mind and body!

When you are doing your Cd5 on *seeing*, you are in a conscious state. You must understand that we have access to three different “worlds”. The conscious, the subconscious and the supra-conscious world.

None of these worlds are inferior or superior to the other. It is just a state of being. The Third world is the subconscious. The Second world is the world of consciousness. In the Second world, the intellect is switched off and there's an absence of analysis and judgment. There's also a total absence of feelings and emotions.

The First world is a state of heightened awareness, and can only be reached through special exercises. This will be explained at a later session.

Now, in the Third world, there are three levels of subconscious states. 99.9% of the people on earth can be found living at these levels. The 1st level of the Third world is a state of comprehension. The 2nd level, a state of confusion. And the 3rd level, a state of total spontaneity.

When one is spontaneously joyful, angry, frightened, or sad, one can say that one is experiencing life in the Third world / 3rd level. This is the reactive world where our feelings and emotions are involuntarily released.

When we are intellectually confused, or troubled, we can say that we are dwelling in the Third world / 2nd level. In this 2nd level of the subconscious, we experience total confusion.

When you are trying to understand, listening intently like you are now, and trying to make sense out of what I'm saying, you have entered the 1st level of the Third world – a state of comprehension.

The Three Worlds

Supra-consciousness
First world

Consciousness = Cd5
Second world

Subconsciousness
Third world

1st level: *State of comprehension*

2nd level: *State of confusion*

3rd level: *State of total spontaneity*

Now, you can switch from one world or one level to the other in a matter of seconds – the time it takes you to snap your fingers. Hence the reason why it is important for you to be able to do the Cd5 on *seeing*, *hearing* or *feeling* the moment. It allows you to switch to the Second

world and escape from the last two levels of the Third world where you have no control over your emotions and feelings.

Ursula That's why I love it, and find it a terrific exercise. You see, I'm very emotive. I often cry while watching a sad movie at home. Now I place a vase on top of my television set and when I get carried away by my emotions, I immediately tilt my head up and focus my eyes intently on the vase for a few seconds. And presto! I'm back to another reality, my living room – here, now.

Roberto How come I'm having a hard time?

BARBARA We may experience some difficulties in doing the Cd5 because in our subconscious, we still have strong wants and desires that are seeking to be fulfilled. These forces reside in the Third world / 3rd level. And we would need to bring in our Tigers, especially the Cd1 *You're appreciative*, to help balance this subconscious force.

I suggest you keep practicing. It takes time to learn to ride a bike or drive a car. With Self-Combat, it's no difference.

Steven To maximize our potential... you assume we already have it? Otherwise, we wouldn't be able to maximize anything. Does it mean that everybody has the potential to be a movie star? What if I'd like to be a movie star?

ANDRE We all have the potential to be movie stars. The question is do we want to? This would depend on our desires and motivation. If our motivation is high and we're given time and encouragement, then there's absolutely nothing to stop us reaching our objectives.

Steven I don't agree. There are people who have a lot of time and encouragement – but they simply have no talent. They just don't know how to go about it. There are thousands of people like that who fail to reach their objectives!

ANDRE It's true that you need a plan. That you need to know how to go about it. We shall cover this in the third session. Nevertheless, we must realize that everything is there in us. We just need to discover what we really want and develop it. Look at electricity. Did men invent electricity?

It was there all the time. Men just stumbled on it after having manifested a strong desire to have electric light.

But electricity was there all the time. Our potential to sing, dance or be a millionaire is there all the time. We need to have a strong desire or motivation to liberate it.

Steven Aren't you contradicting yourself?

If we need strong desires to liberate our potential, what's the use of practicing the Cd5? Why be in the Second world, where there is a total absence of desires and feelings?!

ANDRE Self-Combat seems full of "contradictions"...

It may seem contradictory to some... but in fact, in the art of Self-Combat, it's just management of paradox. We need to learn how to manage paradox.

Let's imagine, Steven... that you have a very strong desire to meet with someone in Monte Carlo this weekend. And you decided to drive down to the coast with your car.

Now, how many sets of traffic lights are you going to encounter? Ten, twenty, a hundred?

How many traffic jams are you going to meet before you reach your destination? And how many times are you going to have to apply your brakes?

What happens if you can't stop at the lights? What happens if you can't momentarily stop your desire to meet this person and you try to burn the lights each time? Would you be closer to reaching your objective by burning a hundred lights? What's the odds of you getting there in one piece if you did that?

Steven Of course you don't burn the lights...

ANDRE No. So, you'll have to stop. At least to cut your desires momentarily. Hence, the reason why you need to practice the Cd5.

Otherwise, you get tortured by the Terrible Twins – *You want / You can't*. These thoughts cause discontent and have driven many to frustration and depression.

Now, the paradox: Desire. No desire. Desire. No desire. Desire...

You can also trigger a state of non-desire at will. Let's say you're giving a party this weekend. You may find yourself anxious as you desire everything to go on fine. If you desire that much for the evening to be a success, it is because you want your guests to like you, to think good of you.

Now, you can trigger a non-desire state by cutting your desire to be liked by your guests, and transforming this desire into a tangible objective: that is, organizing a good evening – and doing what has to be done.

By not wanting to be liked, you lessen the risk of being attacked by *You want / You can't* and suffering disappointment. You'd be emotionally detached, but it would not prevent you from being enthusiastic, warm and spontaneous.

It's a question of decision and managing paradox.

Roberto I had a friend who got killed in a road accident. Well, in fact, he was one of my top sales people. We got so very close due to the nature of our work and the constant challenges he and I had to face.

The day he had the accident, I remembered him being restless. He wanted to attain his objectives real bad. I told him to cool it. He was already making big money. But he wouldn't listen. I was anxious and had him stop his car to let me out, because he was speeding through Paris to meet a client.

Well, I think he never made it because he wasn't able to... like you say manage paradox. We've never been taught this way. It seems a real contradiction.

ANDRE Self-Combat is nothing but common sense in action. All that we've said so far, if it made sense to you, it means that you are already programmed to understand... Otherwise you would not

understand. A rabbit wouldn't.

You have also been programmed with the answers. Barbara and I are not giving you any answers. We're not really giving away anything new. You guys have to find your own way. We can show you how to drive the car – the human car. How to change gears. What to do should *you* wish to turn left or right, but we can't tell you what you should do, or where you should go. This is your decision.

Helen I think you're doing more than that.

ANDRE We're simply passing on information. Imagine... you walk into a book shop in search of a book. You find a salesman who shows you several kinds of books that interest you. You study the titles, the price tag, the quality, etc...

You are not compelled to buy the books that were shown to you. You could leave and try another shop. However, it is *you* who makes the decision. If you let the salesman make the decision and influence you, you would momentarily fail to exist.

Helen I don't quite agree... I think you have a lot of influence. The knowledge you are imparting is going to impact our lives.

ANDRE Not necessarily. It depends on the receiver. What he or she does with it. You can only be influenced if *you* give others the power to do so. If you don't...

(Various noises from participants, some disagreeing)

Helen It would be interesting to debate on that.

Peter I think we can see it both ways...

Helen What do you mean?

Peter Did Hitler influence the Germans? Did Christ influence mankind?

The answers are vague. Christ did influence mankind, a lot of bibles were sold. But humanity on earth is still riddled with negativity – crime,

wars, jealousies, resentment, hate, suspicion...

Didn't Henry Ford say that 1% of the people are "good" and 1% of the people are "bad" – and that these 2% are fighting to influence the remaining 98% to their sides? You see what I'm trying to say?

BARBARA This is interesting... shall we continue, or go on to other questions?

(Silence)

Virginy As a psychologist, I'm interested in knowing how much control and influence Monkeys have over society at large, and what is the danger if people are not fully aware of it? You are telling us that these thoughts are involuntary...

ANDRE Well, apart from causing us fear, frustration, failure, disappointment and discontent, the Monkeys can force us to eat, drink or smoke excessively; create conflicts; produce pains, headaches, nausea, ulcers and even cancer...

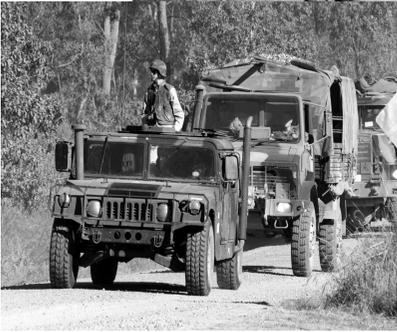
They can make a "strong" man weep; drive others to suicide; are responsible for crime, violence and poverty – not to mention wars. Just take a look at these pictures of past and present world situations...

What's triggering all this?



... / ...

... / ...



Monkeys!

Karen You showed us some examples on how others have fought their Monkeys. Most of these experiences are personal in nature. How do you see it affecting an organization as a whole? I'm running the HR department, and I feel it would be hard for me to sell this idea to top management. I mean the benefits of this type of training.

BARBARA Let's run through some of the key issues that are important to running a more efficient organization. As you already know, we need better cooperation between functions to remain on top; a more stimulating work environment; a better information base for decision making...

These are key requirements that would lead to more scope for initiative, individual creativity and professional development; a higher quality of work; and of course, increased productivity in an organization.

We also need to stress on some of these points: the importance of listening; the importance of trying and perseverance; the importance of communication and values; and our attitude towards people.

The importance of listening: the excellent companies are better listeners. And that comes from listening intently and regularly. It means *shifting the Body with 50/50*. A win-win concept we will be exposing during this session.

Most innovative companies got their ideas from listening intently and learning from people they talk to, whether it be clients or colleagues at work. Hence, this type of training would encourage people to listen more. They understand why they ought to listen more. They would do it to collect information and also understand that information is power!

Now, who wouldn't like to have some power?

Information is also money!

Information is opportunities!

Again, who wouldn't like to convert some of the information he or she collected into cash? Or opportunities?

This type of training would encourage people to listen because they

know and understand what benefits listening can bring them. This inevitably leads to a better information base for decision-making as more people swap information.

It also promotes better cooperation between functions, and a more stimulating work environment.

The importance of trying and perseverance: An organization that does not accept errors or failures is bound for catastrophe!

Trying is important if we want to progress and move forward. You need to keep on trying, to churn out innovative products or ideas. Peter Peterson, former chairman of Lehman Brothers had this to say: *"The point I am trying to make is that if we can get the concept of the experiment built into our thinking, and thereby get evidence on a lot of these 'can'ts,' 'won'ts,' 'shouldn'ts,' etc., more good ideas will be translated into action..."*

By the way, this is a quote from *In Search of Excellence*. If you haven't read the book, get a copy! You'll find lots of examples and case studies that elucidate the importance of this type of training.

Now, most of us are using our deductive and analytical left-brain, and would prefer analysis and debate to action. Why?

Let's be frank. You and I know why we would rather talk than act. The fear of failure, however small, is not only daunting but has a paralyzing effect on people. But when people stop trying things for fear of failure, you get a moribund organization.

In the excellent companies, tolerance for failure is a specific part of the company culture. People put in lots of tries, and even celebrate trying. They learn things and get out more innovative products faster than their competitors.

As you already know, it is Monkeys that stop people from trying and from persevering. Some people would try, not succeed initially and then give up. Hence, the importance for company employees to walk their Tigers if they and their organization wish to progress and remain in business.

The importance of communication and values: Easy communication and the absence of barriers to sharing information are crucial to the well-being of an organization. So are values. In Self-Combat training, people create new values for themselves. They come to understand that people are important. We shall be covering this in a few minutes.

Now, if companies do not have strong notions of themselves... I mean values, then people's security would come from where they stand on the company's organization chart, and not from their beliefs or self-worth. They are at a loss when their positions are threatened. Self-Combat training helps build and reinforce employees' self-worth. It helps individuals create stronger values. Remove barriers and open the way to acceptance and easy communication.

Our attitude towards people: Sure, most CEOs and senior executives you talk to would agree that people are their most important asset. But what do they really mean?

Why do we verbally berate employees for poor performance? Why aren't we accepting failures and good tries, knowing that in all innovative processes, this is a sine qua non for success?

Why call for risk-taking and punish even the tiniest failure? Why criticize destructively by tearing down employees' self-image? Why admonish, pressure and kill the spirit of innovation in people?

If top guys do not set examples through their attitude towards "smaller" guys, you are again heading for disaster.

In Self-Combat training, people are encouraged to release their Tigers regularly. They are taught to be positive and confident towards others. This ultimately creates a better environment conducive to working better together.

Self-Combat teaches us to respect people for what they are. In excellent companies, this is a major if not pervasive theme: respect for the individual.

We all contribute, hence, we are important.

Could a plane take off with one wheel? The second wheel is just as

important as the cockpit or the rest of the plane. We need this respect towards the second wheel as we do towards everyone who supports the organization. Every participant counts. This means *all* employees belonging to the company.

Now, you and I know this is not the Monkeys' forte: treating people with respect. Our Monkeys discriminate, judge, admonish, criticize destructively without offering solutions.

Here is what Peters and Waterman report in their book *In Search of Excellence*: Some companies “*are secretive and purposely hide information from employees. The message here is clear: the employees supposedly aren't grown up enough to handle the truth.*” It is true that these companies sometimes propose their employees new methods of management when they are in fashion. But they are rapidly abandoned. Why? “*The failing is often attributed to the ‘unions’, or ‘lack of employee goodwill.’ Seldom is it attributed to the lack of persistence and true caring on the part of management.*”

Here's another point: do we care enough? Is top management truly caring for their people? If they are, it shouldn't be too hard to explain the benefits of a type of training geared towards man.

Self-Combat is about people. It is about the inherent problems we face in life inside and outside the corporate world. We need tools.

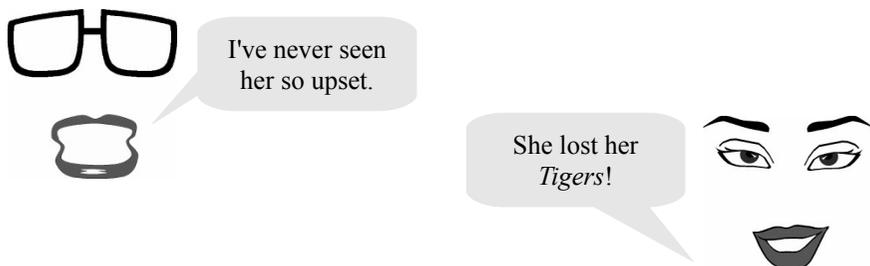
As you can see, it is people who make up an organization. An organization is simply an empty shell filled with people.

If people malfunction, it's the organization that suffers and risks going out of business.

ANDRE Our objective is to maximize our potential by developing our capacities to listen, communicate, decide, handle pressure, take initiatives, trigger enthusiasm, and motivate others. Organizations need managers who are capable of doing all this.

In trying to listen, managers must learn to avoid being slammed by such thoughts as *Who's he anyway? He's attacking you;* or *You knew already, get it over,* as this can floor them with impatience and resentment – and cause them to shut out valuable incoming data.

What must you do? / You haven't done this! / You must finish that! / You're going to be late! / You're going to lose, should not be allowed to bug us while we are trying to listen. Neither should *What's going to happen?* which can trigger panic and anxiety. These Monkeys should be put to sleep before managers can listen objectively.



The same goes for their ability to communicate. With the re-recording of new positive concepts, it would allow for better communication.

When making unpopular decisions, managers must be free of fear. Fear of losing their jobs or positions. Fear of not being liked, or approved of. Fear of the unknown (*What's going to happen?*).

In the course of decision-making, we could be pelted by *You should / You shouldn't* and their gang. After, we can still be seized by *You shouldn't have / You should have / It's too late / You're going to lose*, and be unmercifully ripped apart.

To avoid the possibility of conflicting pains and regrets – before or after a decision is taken – we can temporarily evacuate from the subconscious to the conscious state by living the present moment.

By being aware that these thoughts can prejudice our decisions, we are better equipped to make decisions.

You're decisive (Cd10) helps combat preconceived fears and wavering, hence, subsequent worrying.

The ability to take initiatives or trigger enthusiasm requires dominance over such heavyweights as *You're not good enough / What are they*

going to think? / You'll make a fool of yourself / They won't be pleased / What's going to happen? and You're going to lose! Once again, unperturbed by Monkeys, we are free to act as we think fit, whether we are leading a team or coordinating a major project.

In Self-Combat, we are encouraged to speak up and not feel intimidated, as this can only result in the harboring of fear or resentment, which ultimately expresses itself through disruptive behaviors.

Successful coordination of company objectives has the following requisites: communication, harmony, enthusiasm, discipline and hard work. These can easily be sabotaged by you-know-who.

Imagine a team of drivers whose common objective is the safe arrival of all cars to their depot. The drivers in charge must be able to repair their respective cars if they ever malfunction on the way.

Equally, if division presidents and their managers are to coordinate or reach their objectives, they must not only know what causes breakdowns in communication, noncooperation and conflicts, but also be capable of remedying it themselves.

Karen I am convinced. But talking to the Monkeys of your boss is another ball game.

John You can try, you can try! I'm Vice-President and it was my secretary who talked *me* into attending this seminar!

(Laughter)

Peter I don't know if I could get my boss to attend.

ANDRE In Self-Combat we shouldn't try to force anyone to change. But we do try our utmost to set an example. We shall deal with this topic in another session on Invisible Leadership.

One other thing, to succeed in maximizing our potential, we need to realize that we are important. And here's an exercise on reflection that we can do. In fact... it is the most important exercise of all. If we do just this exercise, and none of the rest, it's enough to affect our lives profoundly.

This exercise takes only a few minutes. A few minutes of quiet contemplation. You do it once a month. So, if you do have your agenda with you, note it right now.

Find a quiet spot where you would not be disturbed, and have with you a piece of paper and a pen. Write on top of the paper the following: "*You are important to...* "

Then, think of a member of your family. Those closest to you first. Let us imagine you have a daughter named Annabelle... So you write: "*You are important to Annabelle.*" While you're writing down her name, you also visualize her in your mind.

Then... reflect mentally on all the reasons why you are important to her. For instance, you are important to her because she depends on you for love and affection, food, clothing, shelter, advice, etc...

Next, you go on to the following person closest to you, and you again write down the name of this person while visualizing him or her. Then, you reflect again on all the reasons why *you* are important to this person.

It does not matter if the persons are aware of the fact that you are important to them or not. Just note down their names one at a time, and reflect on why you are important to them.

You start with the people closest to you, and you move on to those whom you come into contact with regularly – work colleagues, friends... and finally, people that you meet occasionally – neighbors, shopkeepers, your hairdresser, the waiters who serves you at your favorite restaurant...

You may be bemused, or skeptical to think that *you* are important to your hairdresser or neighbors, but the fact is, you *are* important to these people. You are important to your hairdresser because you help him make a living by being a client.

Let's imagine that you come home one night, and happen to notice someone trying to burglarize your neighbor's house while he is fast asleep. By dissuading the burglars with your presence, you not only help your neighbor avoid a very traumatic experience, but may even save

him from physical harm.

This reminds me of a hermit who lived on the ground floor of a ten-storey building. He was unkempt, and was not treated with much respect by his neighbors.

One day, this hermit came home at two in the morning, and was greeted by the smell of gas throughout the corridor. He immediately scrambled to call the fire brigade.

The chief fire officer declared that it was the hermit who saved the entire building – and all the people living in that building. He restated the fact that if it hadn't been for that hermit, there would have been an explosion and many lives would have been lost.

Hence, you *are* important to your neighbors.

By the way, since that incident, when all the neighbors found out that it was that unkempt hermit who called the fire brigade, they started to perceive him as important, and gave him the respect that he had always been entitled to as a human being.

BARBARA Once you have reflected on the fact that *you* are important to the people you listed, you do the exercise the other way round. That is, that people are important to you. So you go back to each name you have written on the list, and one by one, you mentally reflect on the reasons why they are important to you.

In the example given by Andre, the first name on the list is Annabelle. So if you have a daughter called Annabelle, you say to yourself: "*Annabelle is important to me.*"

You not only pronounce the name, but again, you visualize this same person, and then reflect mentally on the reasons why *this* person is important to *you*.

You go through the list. You need not list that many people each time, as you're going to do this each month, till you realize your own importance and the importance of other people in the company you work for – and in society.

ANDRE Now, even strangers, total strangers are important to you. Let me give you this example: imagine that I get out of this room... On the street I meet with a somewhat ridiculous accident: a flower pot falls on my head. My head is bleeding profusely, and my body is inert. I'm suddenly lying on the pavement in a coma.

What would happen?

A pair of legs would be running to a phone booth to call an ambulance for me. The man who owns those legs and eyes is a total stranger to me.

A few minutes later, a set of hands is steering the wheels of a speeding ambulance through heavy traffic. The owner of these hands is risking his life, burning the lights, to come and save mine. This person too, is a stranger to me. I've never met him.

When I wake up in the morning, I see strange faces I've never seen before around me. They are all strangers who stayed up all night, fighting to save my life.

Now this accident, or any other accident, can happen to you and I at anytime. And who would be there to help us? To comfort us? Strangers! Or simply, people. So, we have to realize that people are important.

Not only must we feel that we are important, but we must also feel that other people too are important! Train drivers, truck drivers, waiters, bakers, dentists, musicians, entrepreneurs, secretaries, policemen, politicians, hermits... everyone walking on this earth is important. Dogs, cats... My dog is guarding my home and will wag his tail to greet me when I get home!

Unfortunately, the notion of importance in our society has been narrowed to just a few criteria: if a man has money, he is considered important. Yet there are countless millionaires who don't feel important. If a man has a certain position at work, he is considered important in our society. Yet again, there are millions in this world who have attained a certain position in life and still feel unimportant. Why?

Because they do not understand what is to be important. If we have to prove that we are important, it means that we believe we are not. Or we need not have to prove ourselves.

We weren't born guilty into this world, and have to prove ourselves innocent. Likewise, we weren't born unimportant, and have to prove ourselves important. We simply are.

If we do not realize this fact, we would continue to waste time and energy proving to others that we are important. Time and energy that could be devoted to maximizing our potential – and helping others evolve.

This exercise is vital if we want to progress and evolve; if we want to make good use of our time; and if we want to feel good with ourselves, and with others.

BARBARA So, after you've reflected on your own importance, and the importance of others through that list, you tear the list up.

A month later, you start the same contemplative process all over again. You begin with people closest to you, and you move on to those whom you come across during the week.

This exercise makes you feel very good all week long, knowing the fact that you're an important person, and also that those around you are important. Then for some, this feeling begins to fade, and they gradually start behaving again as if the Monkeys are back in control. That's why we need to reinforce the exercise by doing it regularly till we are solidly convinced of our own importance and that of others.

It's quite a profound experience to realize that one is important. It also means that should we fail in life, we do not lose our importance as a human being.

Should someone disagree with us, we are still important. We do not need to be right to be important. If we're not invited to a dinner-party, we still remain important. Hence, there is no need to sulk or feel rejected.

ANDRE Look at it this way: we are just like a rough diamond. Some of us are cut, others not. Some are cut differently from others. Some are polished, others not. It's immaterial, as our inner value doesn't change.

We can cut this diamond to whatever shape we desire, or not cut it at all. We can polish it, or leave it as it is. Our real value does not change, even though our outward appearance may look different from one another.

Knowing you are important is knowing that you are this rough diamond – with all its potentiality intact. Don't let your Monkeys persuade you that you need to have yours cut or polished for it to be "important". You cut and polish it when, and if *you* desire to do so.

When I was in my teens I spent much time trying to cut and polish my diamond, and proving to others that I was important. In fact, I was the darling of the Monkeys. Especially these two: *You're not good enough* and *You want to be liked*.

These two Monkeys would take me for a ride somewhere and then leave me to be kicked and tossed around by the others.

Here's an example: I would get smartly dressed for lunch and choose an expensive Chinese restaurant.

On arrival I would sit down and order several elaborate dishes. I knew damn well I couldn't finish those dishes, but hell, *Everybody's looking at you* gave me no choice.

This thought was too strong for me. And since I wanted to feel important, I had to order those elaborate dishes, or *What are they going to think?* would twist my arms. *He doesn't like you* (the Maître d'hôtel) could also make me feel unimportant.

And I *had* to feel important, first – before going through the torture of finishing up all those dishes I ordered. And if I couldn't finish them, *They won't be pleased* (the chefs) would force me to nibble at the leftovers till my belly ached.

You may laugh at this. But it isn't funny. It's downright pathetic. Each time, I would repeat the same scenario all over. Go to an expensive restaurant. Order food I can't finish so people would think I'm loaded. Having money was associated to being important. But finally, I would walk out of that restaurant with a painful indigestion that could kill a horse.

Later, I saw others doing what I was doing, except that instead of order-

ing more dishes than they could handle, they were doing it a little differently. They ordered garages, instead of dishes.

Funny. Having a single garage would be unthinkable, you need two; three would make others green with envy and make you feel even more important. That was how they reasoned – no different from how I reasoned.

People ended up living way beyond their means – trying to prove that they are important. A beautiful apartment is not good enough, you need a country retreat. And the Monkey story goes on...

Helen I suppose what you're trying to tell us is that when we spend that much time and energy proving to others that we are important, we end up spending less time in maximizing the potential we have in us.

Isn't this problem universal? Why aren't these concepts, or the concept of *You are important* taught in schools? Shouldn't kids be the ones to be taught to feel that they are important?

BARBARA These are questions that concern us all. We won't have time to cover this today but we'll be exposing the concept of Invisible Leadership in the final session. This is where we can all play a part in helping create a better environment.

ANDRE We are now going to introduce you to four major concepts: *Call in the Snake* and *Roll with the Pigs*. *Shift the Body* and *Ride the Eagle*. If companies violate any one of these concepts, they would run into trouble. If we ourselves fail to apply them in our professional or private lives, we too, would eventually run into trouble.



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



Calling in the Snake therefore means, creating options. Option is power! Power to move away from danger. When you have no options – you have no power to move away from danger.

What kind of options? Job options. Product options.

When you have good products that are selling well, don't count on them. You never know, one day these best selling products may be overtaken by new and better products on the market.

So you keep innovating. You keep creating new and better products. You don't bank on what has worked in the past. This means constant innovation. Many companies have gone out of business because they lacked innovative products. Their best selling products were rendered obsolete by new technologies. Or their competitor's new products.

BARBARA Calling in the Snake also means job options. Increasing our mobility and employability. So we need to think of job options – for example, how we could be useful in another department within the company we are working for.

Having options would also increase our confidence and power of negotiation. It also helps deal with moral or sexual harassment.

ANDRE Let me repeat, to call in the Snake is to be prepared for danger, as it is a human tendency to fall asleep when things are going on fine. Calling in the Snake therefore means creating options. Option is power. Power to move away from danger.

If you wait till the danger arrives, then you put yourself under tremendous pressure to find options – and it is often too late! When everything is going on fine, and you create options, you do so in a relaxed manner,

more naturally. It simply means being open to things, being open to opportunities – and being vigilant. You also avoid being emotionally or financially dependent on someone when you call in the Snake.

So, to maximize our potential, we need to call in the Snake and roll with the Pigs. We need to shift the Body and ride the Eagle. We shall explain these concepts in a few minutes. These concepts are all linked.

It is putting these concepts into practice that enables us to maximize our potential. These concepts are there to help us function better. To fully understand how we can maximize our potential we also need to master Illusion. But this will be explained in the fourth session.



BARBARA After calling in the Snake we are going to *Roll with the Pigs*. I think you're going to love the Pigs! The Pig represents something unpleasant that has to be done – but if given the chance, people would rather avoid doing it.

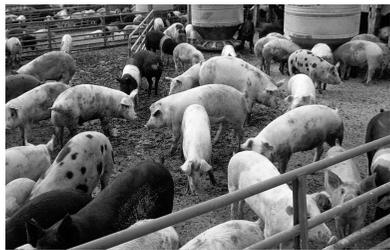
It could be a file we need to study, but we've been procrastinating for weeks... A phone call to someone to say "No"... A nasty decision we have to face... It could also mean tightening the belt – cost cutting. Going through a rough phase.

However, if we do decide to roll with the Pigs, it would simply mean we have decided to face it, and get on with the job – no matter how unpleasant it is. Why? Because *Rolling with the Pigs* is the first step to our objective.

The aim of *Rolling with the Pigs* is first, to clear our minds – so that we are ready for action. If we avoid rolling with the Pigs, we're going to be chased by the Bull... As you already know, the Bull represents pressure. By not wanting to roll with the Pigs you will feel pressured, because of

unsettled business. And your mind will not function optimally. You will suffer from stress and become unproductive – since you are subconsciously preoccupied with things that you should have done.

Rolling with the Pigs is necessary – if we want to have a clear mind and be ready for action.



So tomorrow, look for a Pig. The one that you've been avoiding most. Then roll with it for ten minutes. We all have Pigs. Just look for one you've been ignoring – and start rolling with it for ten minutes. However, if you like that Pig you're rolling with, you may wish to continue...

ANDRE Just set ten minutes a day for it! And the dirtier the Pig you roll with, the better. You'll experience satisfaction; you will feel a sense of achievement. And of course, you will gain a clearer mind. You'll be setting an example – doing what has to be done, knowing it is part of an overall objective.

BARBARA Let me say it again, the Pig represents something unpleasant that has to be done – but if given the chance, we would rather avoid it. It could be a phone call to someone to say "No"... A file we have been putting aside... A nasty decision to fire someone... It could also mean going through a rough phase and having to cut costs and tighten the belt.

What if you're allergic to Pigs? You may have someone roll your Pigs for you, but it wouldn't be the same. You'll miss out the feeling of achievement and personal satisfaction. To roll with the Pigs is to face up to challenge. To take initiatives. To increase our level of endurance...



ANDRE It's confronting ourselves with unpleasant situations, or decisions we have to make. It's action! And learning from action. To learn from action we need to shift the Body. We need to shift the Body because if we don't, we would remain rigid and inflexible. And risk developing a bunker-mentality. When we shift the Body, we get a chance to see a situation from many different angles. Yes, it's just a fancy way of putting yourself in another man's shoes...

BARBARA More than that... by being flexible, we adapt to situations more easily, and this helps us practice empathy. A major quality. We also collect new information. And information is vital in a competitive world.

ANDRE We could shift our Body with 50/50 – an effective bilateral communication tool. For communication to be effective, it has to be a two-way system. Give... and take.

When you speak to someone – a friend, colleague or client – think of what you can bring to the person. Be interested in the person. Give information that can be useful.

Ask questions. Ask for his or her opinion. Be attentive – and listen! Don't hesitate to shift the subject of the conversation to something that interests *you*... Don't hesitate to voice your points of view...

BARBARA 50/50 is simply an effective bilateral communication system. Give and take. It's being open and curious. Being attentive... and wanting to learn.

ANDRE Most people practice 90/10 or 10/90 – instead of 50/50. 90/10 is when you speak a lot, but you hardly listen. You're practicing 90/10 because you spend 90% of your time talking and giving away information. And only 10% of the time collecting information.

A person who monopolizes a conversation is doing just that – giving away information and not collecting information. And what is information? Information is power! Information is money! Information is opportunities!

So, if you practice 90/10, you lose power, you lose money and you lose opportunities – since you spend only 10% of your time collecting

information.

And 10/90? We are in the 10/90 mode when we remain passive during an exchange in conversation. We don't ask questions – because we're too polite.

We don't give our point of view – because we're afraid of disapproval or ridicule. We don't assert ourselves – therefore, we just listen passively.

BARBARA And often in this situation, you find yourself loaded with information that you have no use for...

Sometimes you get so tired, or so frustrated because you aren't capable of stopping the other person from drowning you with information you don't need – or want.

I tell you, it's not funny. You get nothing but a headache, and you lose your time and energy.

ANDRE 90/10 and 10/90 are unilateral communication systems – a one-way system. A loser's communication system. So, if you use this system of 90/10 or 10/90, start practicing 50/50.

50/50 also means communicating in silence. Don't force a conversation on someone if you have no desire to talk...

When you are talking to a person, you ought to be spontaneous and sincere. If not, it's better to remain silent. To communicate effectively includes the use of silence.

BARBARA If you force yourself to speak to someone because you are incapable of handling silence, you lose the other person's time and energy. This is not fair. Worse, you lose your time and your energy. In the end, there are two losers.

50/50 equally means you can apply 90/10 or 10/90 when necessary, but not systematically. It also means being spontaneous and sincere in our communication with others.

ANDRE Let me repeat. 50/50 is an effective bilateral communication tool. Effective communication is a two-way system. Give and

take. When you speak to someone – a friend, colleague or client – think of what you can bring to the person. Be interested in the person. Give information that can be useful. Ask questions. Ask for his or her opinion. Be attentive and listen! Don't hesitate to shift the subject of the conversation to something that interests you...

Don't hesitate to voice your points of view... 50/50 also means communicating in silence. Don't force a conversation on someone if you have no desire to talk.

Finally, the concept of 50/50 is about people – whether they are partners, colleagues, clients, friends or family members. People are important. Apart from that, they are also the source of all information.

Here's an exercise we can do. It's an exercise on shifting the Body. Can you all please get up, and stand on your chairs...

(Noises as participants try to climb on their chairs)

ANDRE Remain standing for three minutes. From this elevated position look around the room.

Three minutes later...

BARBARA Now, step down and sit on the floor besides your chair. Remain sitting on the floor for three minutes. Observe the room from this lowered position.

(Hilarious laughter as everyone clumsily adjusts their positions on the floor)

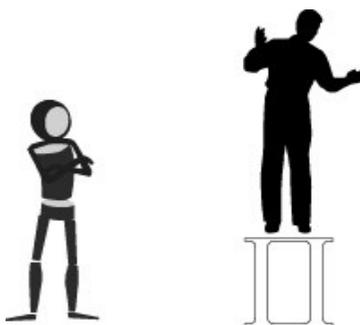
Three minutes later...

ANDRE Next, place your chair in a different part of the room and stand on it again. Remain standing for three minutes. Review the room from this new angle.

(Pandemonium and then silence)

Three minutes later...

BARBARA Well, how did it feel to be ten feet tall again?



Shifting the Body allows us to see from other angles.

Wasn't the three newly acquired perspectives of the same room refreshing?

The shifting of our physical bodies during this exercise should serve as a constant reminder to expand our vision to embrace the "invisible" sides of reality.

When confronted with a problem or a decision, we ought to be able to view the same problem from various angles. Thus, widening our perception to include the whole. Looking from the different angles also enables us to see what others would not see from their fixed positions.

Peter Can you elaborate on this – give us an example of a real situation?

BARBARA We do it everyday without being consciously aware of it... When we talk to different types of people, we constantly shift our Body in order to adapt to their levels of comprehension. The trouble is sometimes we don't, when we should. We get paralyzed by the Monkeys and we stay rigid and immovable.

Let's just say you're trying to sell your five-year-old son the idea that corn flakes are good for him, and that he should eat them. Now, is he going to do so just because you say so? Not necessarily.

Let's imagine that you shifted your Body, and you're now telling him that if he eats his corn flakes, he's going to grow to be a big boy and get lots of muscles... He may still refuse to buy the idea if he thinks that by having those muscles, he'll have to help Dad later on cut the woods. And he hates that. He would rather ride his bike.

Now, if you had stood on your chair, you would've seen that your little man had been battling against a neighborhood bully named Horatio for the last two weeks, because Horatio was stealing his bike.

Let's imagine that you had seen all that, and you are now telling him: see, if you had eaten your corn flakes, you would have been strong enough to knock Horatio off his butt!

What do you think your son would do?

He knows now that he can regain his pride, his self-respect and most of all – his beloved bike. And you may have a tough time persuading him to eat anything else but corn flakes! *Shifting the Body* is just putting yourself in someone else's shoes.



Now, we shall go on to the fourth concept which is: *Ride the Eagle*.

Riding the Eagle allows you to see beyond the forest. It permits you to see long-term. It forces you to ask questions like: Will my products still be in demand ten years from now? What shall I be doing ten to fifteen years from today?

So what if our products are still in demand? If they are, we still call in the Snake and create options!

And how do you know what you will be doing ten years from today?

You establish a long-term objective for yourself. For that, we need to know what we want out of life. We shall cover this in the next session.

Riding the Eagle is also seeing beyond the obvious...

It is strategic reasoning.

It is treating small clients with the same attention and respect as you would do with big clients. Because a small client has the potential of being a big client one day.



So, taking care of small clients is just as important as taking care of big clients. What we're also trying to say is that people are important. Even if they seem to have a lesser role to play at work.

Train drivers are important. Truck drivers are important... they help support the country's economy, as do entrepreneurs. Their roles are different, but they are equally important in moving the country's goods. That's seeing beyond the obvious. It is part of strategic reasoning.

ANDRE Here's an illustration on strategic reasoning...

Now, is one million dollars more important in value than a 1 euro coin?



1 euro



1 million dollars

When we reason strategically, we say it depends... Imagine it is now 3 am. And you are stuck in the countryside somewhere in France... It's minus 20 degrees inside the phone booth. You have a million dollars – but you don't have a 1 euro coin to call for help as your car has just broken down. And you forgot your portable phone!

With strategic reasoning, a situation is never totally white or black. So look for the positive side in a negative situation. And try to see the negative side in a positive situation. This allows you access to two sets of information. And as we all know, information is power.

You also learn to anticipate. You plan ahead, and see beyond what is obvious. To ride the Eagle is to stand back so that we can judge events better. Being detached and having a bird's view of the jungle.

BARBARA So... let me sum it up. *Riding the Eagle* is seeing beyond the obvious. It is strategic reasoning... It is treating small clients with the same care, respect and attention as you would do big clients.

Small clients have the potential of being big clients one day. So taking care of small clients, is as important as taking care of big clients. It is treating all your colleagues at work as important, no matter which position they hold.

Riding the Eagle is asking ourselves: Will my products still be in demand ten years from now? What shall I be doing, ten to fifteen years from today?

It is being detached, so that we can have a bird's view of the jungle... It is planning ahead ten to fifteen years from today.

Monica I'm running my own business and have good products that are selling well. Does calling in the Snake mean I have to look for and invest in other products? Is that what you mean by creating options?

BARBARA Not quite... though you need to look for new products, your option could be to go and live in a farm house and raise chickens. That's an option for you should you love to raise chickens or live in the countryside.

What we are trying to say is that you do not depend on what you do now for a living. If you could teach, or play the piano, your option could eventually be teaching or giving concerts in the future. It is sort of a way out. An emergency exit. Of course, calling in the Snake does mean that you would need to look out for new and better products if you wish to remain in the same business.

Monica I've always dreamt of owning a very chic restaurant. That could be my option...

BARBARA Yes. For that, you'd need to put money aside.

John How do you introduce the concept of the Snake in a multi-national, for instance? Everybody knows you need product options.

ANDRE You create a Snake department! At L'Oréal, they come up with more than two thousand new products each year! That's real power to move away from danger in a highly competitive world.

You need to back up your R & D (research and development) and also bring in new blood – new people – regularly.

Your personnel would need to practice *50/50* and *Shift the Body*. This would help them churn out new information and new ways of doing things, as it is human tendency to fall asleep when everything is going on fine.

Let's look at it this way: if you were to walk into your factory with an armful of sticks and announce that a real snake is loose in the vicinity, what do you think would be your men's reaction? Would they run for cover or would they all volunteer to find that snake?

John Chances are that they would be more than concerned about being bitten! Some women might panic and become hysterical!

(Laughter)

ANDRE The chances too, are that once they have successfully located that snake, they would be out there hungering for more. Why? Because we all need excitement! We need challenges!

In times of adversity most men would unite voluntarily for a common cause. During fat days, we better call in the Snake at least once a year if we're running a company. If we don't, we risk running into problems.

It happened to IBM, Apple... Mercedes-Benz! After forty years of success, Mercedes-Benz found itself in trouble in 1995 with a four billion-franc loss. Jürgen Hubbert, boss of the automobile division

admitted: "*After forty years of success, we were wrong to believe that we were invulnerable.*"

Call in the Snake could also mean either looking for an existing one – an existing danger or problem – or creating one.

The Snake could be your competitor's next product, which might still be on the drawing board. It could be your own illusion to a raid. Whatever, the Snake must incite and not paralyze company morale. It should therefore be chosen with care. When properly used, the Snake is most effective in developing cohesion, and is a great morale-booster. Apart from reducing the risk of complacency, the Snake should serve as a powerful aid to keep your men alert and motivated. These mental states are vital to the survival of any company.

Monica I don't know if it's you or Barbara who said that calling in the Snake means not being financially or emotionally dependent.

Well, I'm a happily married woman. So... er, what kinds of options do you think are appropriate?

(Nervous laughter from others)

ANDRE We are not encouraging you to start looking for lovers...

Monica Oh, how disappointing! I thought options were power! Aren't we women entitled to power?

ANDRE Well, that's up to you! Personally, I have no objections to a happily married woman entitling herself to a lover.

But what we are trying to say here is not to close oneself up to others. Which means keeping or developing friends, doing or sharing things with others... In case of problems with one's partner, it is so good to have a friend to talk to.

Monica We ought to discuss this further. It's still not clear in my head – this stuff about emotional dependency.

BARBARA I know of a couple who was happily married for twenty years. They did everything together and felt no need for others. By

refusing contact with the outside world, they isolated themselves.

One day, the man passed away. Shortly after, the woman fell into depression and attempted suicide. Why? Simply because she had no desire to live anymore.

The man who supplied her emotional needs was gone. Since she had no options in terms of friends, she was at the mercy of the Terrible Twins *You want / You can't* – who almost killed her.

You see the danger when one is emotionally dependent?

Monica Oh, this sounds very dramatic. I'm not at that stage yet.

Helen It may sound dramatic – but it's true. Emotional dependency can also lead to jealousy and violence in couples. It's the case with my husband. In fact, we are both very dependent on each other and I think it's not that healthy.

BARBARA The option we can create is simply to enlarge our circle of friends. Not necessarily have affairs on the side.

ANDRE I can't emphasize enough the need for options – whether you are in sales, you are employed in a company, or if things are going on fine in your private life, you need to create options.

Zack I have a pretty stable position and I like my job. I am also financially secure. I can't see what options I could possibly create.

ANDRE What if you lost that job? What if you had an accident?

We have seen executives lose their jobs overnight. Even CEOs of major companies replaced through mergers or takeovers.

We live in a highly competitive and uncertain world, hence if we have options, we would be able to move away from the danger of being caught with our pants down.

We have seen guys who are in your position. They really like their job. They are well paid. Everything seems to be going on fine. And suddenly without warning – they lose everything! First their job. Second, their

savings. Then the family falls apart.

We see it happening to companies too...

At General Electric, Jack Welch was constantly calling in the Snake. The group moved into the financial and service sectors. These were powerful options. Welch understood the power of options, and they were fast to act on these options.

John I read a report on GE. I was very impressed. They not only called in the Snake, but also rolled with the Pigs by launching a quality program aimed at saving GE 500 million dollars.

ANDRE We documented on that company and weren't surprised to find that they were also experts at *shifting the Body with 50/50*. They often ride the Eagle too.

John What's the difference between *Calling in the Snake* and *Riding the Eagle*? Isn't there a similarity?

BARBARA Not quite. Let's imagine that you ask yourself this question: Will my products, or my job still be in demand ten years from now? Now, this is riding the Eagle – seeing long-term and anticipating. If the answer to that question is "yes", you would still call in the Snake each year by creating options.

John So options are compulsory?

BARBARA Sort of...

If you have no options, you have no power to move away from danger. Your product or job may still be in demand ten years from now, but you still run the risk of losing them within that ten-year period.

Having options lessens this risk. It also enhances your power of negotiation. So you'd better call in the Snake!

Is this clearer?

John I got it. What about the Pigs? Aren't we supposed to roll with them ten minutes a day?

(Laughter)

BARBARA You seem keen to roll with the Pigs. You could do it for more than 10 minutes if you wish.

The Pigs are there anyway, waiting for us!

As you already know, the Pig represents something unpleasant that has to be done – but if given the chance, people would rather avoid it. It could be a letter we need to write, but we have been procrastinating for days. A phone call to someone to say "No". A difficult decision to face. It could mean cost cutting – tightening the belt, or simply accepting going through a tough time.

When Lou Gerstner took over IBM, one of the very first things he did was to roll with the Pigs. One of the dirtiest Pigs was taking off the fat of the company – cost-cutting.

When Jean-Marie Descarpentries was nominated CEO of Bull, he did the same and finally got the group out of the red. You wonder why his predecessors didn't...

John Some people prefer to spend. It could also be a question of ego. In France, we are sometimes a little pretentious. We need tra-la-la. Big monuments, projects... we waste a lot too.

Georges France is no exception. I think people in general don't like to squeeze, to reduce, to cut... Like you say, they prefer spending – it's easier than squeezing.

BARBARA If we are unable to cut or reduce cost, we would eventually run into trouble.

To *roll with the Pigs* simply means doing what has to be done – no matter how unpleasant it is.

The objective being first, to clear our minds so that we are ready for the next task. If we avoid the Pigs, we are going to feel the pressure, because of unsettled business. And we will not be productive – since we are preoccupied with things that we should have done.

Rolling with the Pigs therefore is necessary – if we want our minds to be clear, and to be ready for action. We're also setting an example. So, when you sting the Bull, put on your agenda for tomorrow: Pig*** ten minutes. Then next day, look for a Pig and start rolling with it for ten minutes.

ANDRE As you all know, to maximize our potential, we need information. Hence, we need to shift our Body with 50/50.

Training is nothing but repetition. So whatever is important will be repeated over and over again during these sessions...

Now, to avoid developing a bunker-mentality, we need to shift the Body... or we would remain rigid and inflexible. This is a danger confronting most major organizations.

By being less rigid, we adapt to situations and conflicts more easily, and this helps resolve our differences. We work with new information coming from various viewpoints.

Information is vital in a competitive world. Jack Welch at General Electric spent seven years consulting his employees. In fact, he was simply doing 50/50 with his men. He also spent time looking for tools that would help transform the culture of GE.

50/50 is an effective bilateral communication tool. For communication to be effective, it has to be a two-way system. Give and take.

So the next time you speak to someone – a friend, colleague or client – think of what you can bring to the person. Be interested in the person. Give information that can be useful.

Then ask questions. Ask for their opinion. Be attentive and listen! Don't hesitate to shift the subject of the conversation to something that would interest you... Don't hesitate to voice your objections.

50/50 is being open and curious and wanting to learn.

BARBARA We often practice 90/10 or 10/90... unconsciously!

90/10 is when we talk a lot. We spend 90% of our time talking and

giving away information. And only 10% of the time looking for information. When we monopolize a conversation – we are giving away information and not collecting information.

Information is power! It's money! It's opportunities! So, we lose power, we lose money and we lose opportunities if we don't listen! We have to listen attentively to what people say. The excellent companies are better listeners.

We shouldn't remain passive either during a conversation. If we don't ask questions because we're too polite; if we don't give our point of view because we're afraid of ridicule or disapproval; if we don't assert ourselves and just listen passively – we are practicing 10/90 and we become a loser!

And often in this situation you find yourself with information that you have no use for. You get tired and frustrated because you aren't capable of stopping the conversation, and risk drowning yourself with information you don't need or want. You lose your time, and energy.

ANDRE 10/90 and 90/10 are unilateral communication systems – one-way systems. If you use these systems, you can change them and start practicing 50/50.

50/50 also means communicating in silence. Don't force a conversation. When you're talking to a person, you ought to be sincere and spontaneous. It's necessary to be sincere or the person you're talking to will feel it. If you force a conversation on someone because you are incapable of handling silence, you lose time and energy.

But 50/50 also means that you can apply 90/10 or 10/90 when necessary, but not systematically. It means being spontaneous and sincere in our communication with others.

Roberto We are training the people in our sales division to be enthusiastic and dynamic. This means that our top sales guys are always in the forefront animating their troops. What I'm saying is that these guys are doing 90/10 most of the time.

ANDRE If they are systematically applying 90/10 instead of 50/50, they are not feeling the pulse of their troops. They risk being out of

touch.

You need empathy. You need to really listen. To care. It's the management of paradox again. You give, but you also receive. You must receive their feedback. Feel their pulses. And you can't do that if you are always playing gung-ho or cheerleader. You'd be into your own trip.

Roberto So...?

ANDRE You simply need to care more. You can be dynamic and highly enthusiastic and this can influence your men. This is fine, but you also need to know their capabilities. You can only know that by listening and caring.

The excellent companies set objectives so that most of their sales people can reach them. They make winners out of the average guy.

I don't know if I'm clear on this?

Roberto You're trying to say that you shouldn't be playing a star and trying to grab most of the attention? You're doing this when you are in the 90/10 mode.

Virginy Some people need to talk. They are hungry for attention. I observe this everyday. They aren't conscious of this fact.

It makes them feel good to talk. It's sort of a therapy for them. I don't think they are ready to listen. They don't have the staying power, or the desire to listen. They simply want to talk – to express themselves. They need that as much as they need to breathe.

Helen I was in a restaurant the other day, and I couldn't take it and had to change table...

There were two men next to my table. One was talking nonstop while the other just nodded passively. He really got on my nerves with his loud gossiping. I felt sorry for the one doing the 10/90. He looked tired and helpless.

ANDRE As you can see, 90/10 or 10/90 are losers' communication systems. Effective communication is 50/50. Starting from today, we can

all decide to adopt 50/50 – a winner's communication tool.

I don't know if you have any questions concerning the application of the fourth concept – *Ride the Eagle*?

Zack I think it's pretty clear for me.

Ursula You make contingency plans...

Roberto More than that – it's strategic reasoning. The management of paradox...

BARBARA *Riding the Eagle* is seeing beyond the forest. Seeing long-term. You reflect. You anticipate by planning ahead, creating contingency plans. You have to if you don't want to be caught unprepared.

Riding the Eagle is seeing beyond the obvious. It is seeing that people are important – whatever their role in life. It is also advanced or strategic reasoning. With strategic reasoning, a situation is never totally white or black.

To ride the Eagle is to stand back so that we can judge events better. To be detached. To have a bird's eye view of the forest...

ANDRE Time is running out again. I think that will be all for the moment. Next session, we shall be establishing an objective for ourselves.

Steven I already have an objective! I just need to know how I can get there faster – without undue stress!

ANDRE We'll be talking about that. We shall also be examining our level of motivation. The three types of failures. You'll be introduced to the concept of *Do nothing*. We shall learn how to liberate our creativity... For your assignments this week:

- Do the “*You are important*” list.
- Call in the Snake – take a few quiet moments to yourself and reflect on the options you have at your disposal.
- Invest 10 minutes a day and keep your *Pigs* and yourself happy and gay.

- Shift your Body to the tempo of *50/50* if you can.

And don't forget to take a ride with your Eagle. It's free!

Till then, thanks for allowing us to share these concepts with you.

Once again, we strongly advise you to test these concepts during the next seven days, before turning to session three.

To check your knowledge on the concepts exposed during this second session, you may do the quiz hereafter.

Oh, one more thing – don't forget too, that Barbara and I are both eternal students, and we are learning and practicing as much as you do.





■ Quiz

1. What do you do when the morning points to a gray and cheerless sky?
2. In the Third world (subconsciousness), what are the three states one can experience?
3. What can make it difficult for us to do the Cd5?
4. Apart from causing us fear, frustration, failure and discontent, what else can Monkeys do?
5. To succeed in maximizing our potential, what do we first need to realize?
6. If you do not realize that you are an important person, what would you be doing?
7. When do we need to call in the Snake and why?
8. What do we get when we roll with the Pigs?
9. If we systematically use 90/10 or 10/90, what kind of a communication tool are we using?
10. What is 50/50?
11. When a person treats small clients with the same attention and respect as he or she would do with big clients, what is this person actually doing?
12. To run a more efficient organization, what do you need?



■ Answers

1. You command the Cd1 (*You're appreciative of what you have and what you can do*).
2. State of comprehension, state of confusion, and state of spontaneity.
3. To still have strong wants and desires that are seeking to be fulfilled.
4. Force us to eat, drink or smoke excessively; create conflicts; produce pains, headaches, nausea, ulcers and even cancer. They can make a "strong" man weep; drive others to suicide; are responsible for crime, violence and poverty – not to mention: wars.
5. That we are important as a person.
6. You would continue to waste time and energy proving to others that you are important. Time and energy that could be devoted to maximizing your potential.
7. We call in the Snake when things are going on fine. It helps us create options. Options are power. Power to move away from danger.
8. A feeling of achievement and personal satisfaction, a clear mind, and less pressure after having rolled with it. So, the dirtier the Pig, the better you would feel.
9. A lousy, one-way communication tool – a loser's communication tool. What do we lose? We lose information that could be converted to power, money and opportunities!
10. 50/50 is an effective bilateral communication tool. Effective communication is a two-way system. Give and take. 50/50 also means communicating in silence. Hence, we should not force a conversation on someone if we have no desire to talk.

11. Riding one of those magnificent Eagles!
12. You need better cooperation between functions; a more stimulating work environment; a better information base for decision-making. These are key requirements that would lead to more scope for initiative, individual creativity and professional development. A higher quality of work and increased productivity in an organization.



**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