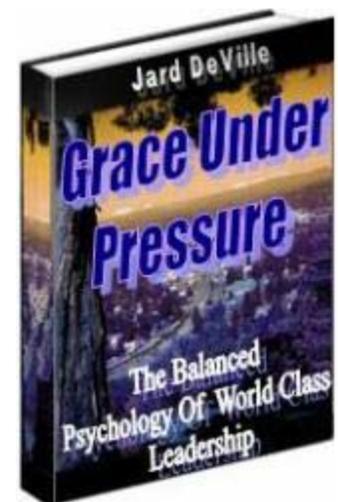
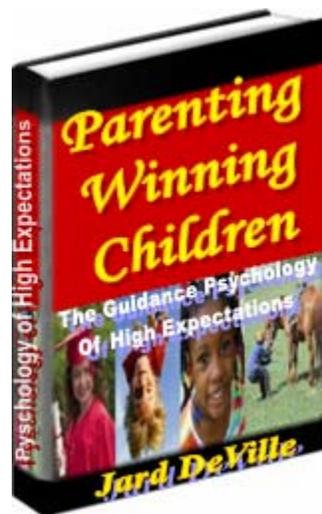
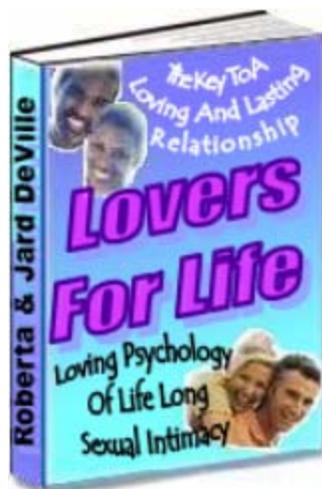
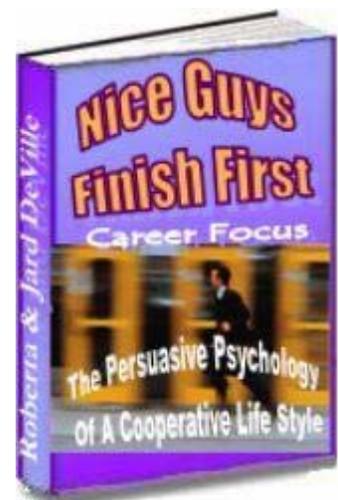
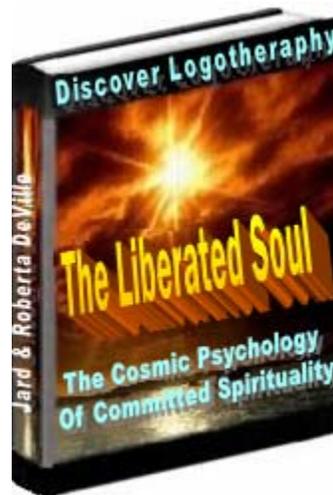
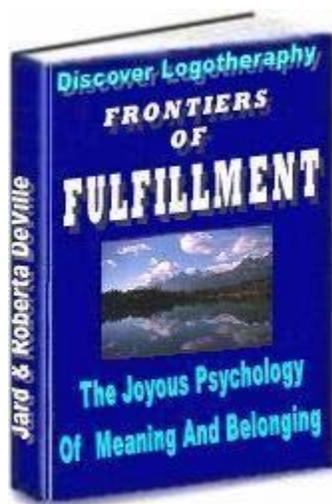


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The Joyous Psychology Of Meaning And Belonging

“For ten thousand years suffering humanity has been laboriously climbing a vast black tower of ignorance, superstition and narcissism. And when some of our scientists finally reached the top, they found a colony of philosophers and theologians awaiting them in God’s sunlight.”

Viktor Frankl, Logotherapy Founder (In a private conversation.)

ABOUT STARS AND SOULS

We, Roberta and Jard DeVille want to discuss with you what event is obviously the greatest natural event of all time and eternity. It is nothing less than awe-inspiring, mind boggling and humbling to realize that in the beginning there was only -- *hydrogen!* Nothing else existed within the Cosmos for countless eons after everything exploded into reality during the first nanosecond of the Big Bang. In fact -- there was no Cosmos as we know it today. The universe was absolute chaos for an eternity and then, slowly but with irresistible force, gravity sucked the swirling hydrogen clouds together into gigantic glowing globes that grew so dense and so violent that they cooked off as incredibly vast and powerful nuclear furnaces. Stars were born, lived, died and were then reborn in incalculable numbers. We have trouble wrapping our minds around that initial concept alone, for there are more stars in our Milky Way galaxy alone than grains of sand on all the beaches of Earth. And incredibly, there are up to three or four hundred million galaxies across the cosmic void. Perhaps you are beginning to understand what we feel when we use the term *mind-boggling*, with our statement that this is the greatest story ever told, that God the *Cosmic Creator*, the *Seminal Spirit*, the very *Author of Existence*, can be welcomed as a loving companion in our lives.

The primitive stars in each island universe, such as Andromeda or the Milky Way, spewed off immense clouds of radioactive stardust that is still being transmuted through cosmic alchemy into the hundred or so elements needed to form more sophisticated stars and their planets. Much as uranium is changed into plutonium within a nuclear reactor, simple hydrogen is transmuted into new elements within the blazing nuclear globes. Then, as radioactive stardust spewing away from each star is compressed through gravity into even more generations of stars, this star stuff is transformed still more into all the matter needed create and sustain life. God's incredible process of *continuous creation* of the Cosmos and its contents including ourselves, continues forever on this divine scale, for astronomers now have incredible photographs of developing stars popping off like strings of firecrackers along unimaginably long columns of hydrogen that has evolved into stardust. Every day -- yesterday and today and tomorrow, hundreds of millions of tons of this star stuff drift down to earth, growing our planet about an inch in diameter every million years. And if that seems slow, it is only because you haven't yet caught sight of God's schedule!

Jard has often wandered in awe under the stars in the clear, dry nights of the New Mexico desert, trying to picture what the universe is really like out there. And finally, after half a century of study, he only thinks he understands the Cosmos. He really doesn't. No one does although astronomers and cosmologists are learning more and more about existence. There is nothing simple about this cosmic alchemy that culminated eventually in the meta-universe in a time frame our flea-bitten, snaggle-toothed ancestors couldn't possibly understand. Indeed, how can we ourselves describe a worm hole that may open into a multi-dimensional parallel universe in an alien space-time continuum? Or explain a cosmic singularity, a black hole of ultimate density in which time and space cease to exist? Of course, the time span and the distances of the Cosmos are much too vast for our limited human frames of reference to comprehend. We are like people watching a movie in which each frozen frame lasts longer than our lives. The universe only appears to be static because we don't live long enough to see much of the show. This apparent lack of movement confused our ancestors, especially bewildering ancient theologians and philosophers who tried to understand the Cosmos in relationship to God without any real understanding of science to shape their legends.

Unfortunately, many individuals, denominations and bureaucracies have frozen that illusion of rigidity into their traditions and ideologies where it causes great harm when circumstances shift and they and their reluctant organizations must adapt enthusiastically or perish.

According to researchers Albert Einstein, Niels Bohr, Alan Guth, Stephen Hawking and others, the Cosmos seems to function beyond normal scientific principles as we understand them -- in a metaphysical or spiritual manner. Nothing shows this better than research into the origins of existence -- *cosmology*. God has always functioned on an eternal time scale and that in itself causes many of the apparent conflicts between science and religion. We believe, while Islam, Judaism and Christianity originated in Eastern mysticism, the time has come when we must weave Western empiricism in with the metaphysical in order to keep our faith from becoming sterile and absurd. Of course, we understand that many souls within human religions have clung to concepts that are obviously impossible myths used by our ancient ancestors to explain events they couldn't comprehend. Today, thoughtful persons can better understand nature's laws -- but only through long study for which few persons have the time. The laws of life are not simple and very few things are what they appear to be to our unaided senses. And worse, our understanding of nature through science keeps changing because of new knowledge. And if there is anything we humans hate with a vehement passion, it is abandoning once and for all - anything we learned while growing up! We do like our knowledge plain and simple, without any shifting ambiguities to confuse us. As Voltaire wrote, most men and women think only enough to confirm their prejudices!

To Isaac Newton, matter behaved much as billiard balls that bounce off of each other. Obviously, billiard balls still bounce, but now, after Niels Bohr's quantum mechanics insights, matter is better perceived as waves of energy, as sub-atomic particles behaving much like minute electronic solar systems whirling in constant motion. In short, most of the *apparently* solid desk on which we work, is space and energy, as empty as the long parsecs between the great spiral galaxies. If Jard could align his molecules with the desk's empty spaces, he could ease his fist right through the wood. Of course, that would probably set off a nuclear explosion that would destroy southwest Minneapolis! In other words, the skeptic who says show me God and I'll live a life of faith, hope and love is much like a physicist who rejects Bohr's quantum studies because he or she doesn't understand them.

Jard perceives the emerging of countless proto-universes, each one probably teeming with life, as God's vast existential vision of what was and is and forevermore shall be.

Bohr saw existence much the same way in his brilliant research. Around 1910 in Berlin, he teased his friend Einstein, saying;

Albert, you must stop telling God what he's thinking. And you must stop telling the people what you're telling God. You're scaring the hell out of them.

The Cosmos isn't some vast clockwork mechanism ticking ponderously along as Newton thought and most persons still assume.

Actually, energy, time, space and matter fuse in a metaphysical manner which reveals their essential other worldly nature and that is what Einstein was saying with $E = mc^2$.

If you look far enough back in time through astronomy, you find yourself peering right into the face of God doing a hands-on operation of the first magnitude. When Jard was teaching for years in the Executive Development Conference at the University of Arizona, he made a significant discovery. When he openly confessed his spiritual faith, it was as if he were giving several other professors permission to reveal their own. They discussed their own beliefs and he eventually discovered that the astronomers and cosmologists working at Arizona's Kitts Peak astronomical laboratory, outnumbered psychologists, economists and other earthbound scholars by two to one in the faith communities of Tucson. Like Jard, they were filled with awe by the magnitude of the Cosmos, and being intelligent scholars, connected the facts of reality with the Cosmic Creator.

We realize that the processes of creation are incredibly complex but God puts no premium on ignorance in any form. God is indeed the seminal *Lord of the Cosmos* but to ignore natural processes as revealed by scientific research in the name of faith, is to deny God's methods used in shaping and using matter and life to great and majestic purposes. Through rigorous study, it has become obvious to all except the most obtuse or reactionary persons, that the *Cosmic Creator* didn't wave Merlin's magic wand or snap some mighty fingers once and for all in creation that is eternal in and of itself. The universe can be seen as virtually a living and growing organism that reflects the nature of its Creator. We believe that denying the existence of God's *continuous creation* processes through which the Cosmos matures is as close to heresy as one can get. Roberta and Jard both bow in awe when we catch glimpses of creation and we devoutly worship God the *First Cause*, the *Ultimate Personality* of the Cosmos.

Here now, are two incredible discoveries that should really make you question any primitive or ideological assumptions about your life and place in the scheme of things.

FIRST -- Despite sounding manifestly impossible, in the beginning -- minute bubbles of matter, smaller than the period at the end of this sentence, contained enough hydrogen to form vast spiral galaxies with countless stars that expanded exponentially for billions of years. Wow! These cosmic bubbles of ultimate density flowed out of God's heart and mind to form the island universes in many complex dimensions. They are not only isolated from each other in space but also within time. While we experience the three dimensions of length, breadth and height, plus time, there actually are from twelve to sixteen more dimensions that we cannot see. They must be identified through mathematics. There is no way to get from one galaxy to another even if we could travel faster than light. Sorry, all you Trekkies (Star Trek). We also enjoyed the adventures of James Kirk, Jean Luc Piccard and Captain Janeway in the *Star Trek* sagas, but it just isn't going to happen in the real Cosmos. Not without mastering some exotic principles of nature we haven't even glimpsed yet.

SECOND -- If those minute galactic bubbles erupting into island galaxies aren't beyond human comprehension, try to understand a vastly more complex process. The poisonous radioactive elements and compounds spewed off by the stars, the few dollars worth of chemicals that form your body and mine, are transmuted into thinking and loving persons who once brought to life, perpetuate their species. Roberta says that she has trouble understanding a flea, to say nothing of the way children are conceived and programmed genetically to grow to adulthood with seldom a glitch. And she had three of them -- children, not fleas!

No wonder many cosmologists say that the Cosmos appears metaphysical in nature rather than simply a solid physical entity. It appears to transcend its own laws in complexity, seems almost to live and breathe as if the personification of its *Creator*. No doubt they are right. We, the authors of this course, certainly cannot accept the spontaneous appearance of life within the Cosmos, without accepting the creative existence of the *Seminal Spirit*.

We can't believe for one moment that the appearance of living creatures across our earth and sea and sky is the result of blind chance. There is unimaginable intelligence and knowledge, vast wisdom and limitless power behind the creation of that eerie looking, green-glowing stardust -- and that entity is the God who enters into a covenant relationship with every human who connects contritely and commits his or her life to spiritual growth and generous service to humanity.

We humans are here because God's deepest passion has always been life -- life in every nook and cranny of our world. From the mountain peaks to the depths of the seas, life of every shape and style emerges constantly through *continuous creation*. Life seems to ooze out of the very pores of Mother Earth. The six or eight billion year old record of fossils in the rocks is staggering in volume and complexity. When Jard and Roberta were in graduate school at the University of Cincinnati and he was teaching science at Saylor Park School, he'd occasionally take the kids fossil hunting with picks and hammers along the creeks that carved passages through the chalk bed of the vast, primordial Mississippian Sea. The limestone deposits are hundreds of feet thick, composed of the skeletal remains of creatures that look like everything from worms to trilobites and one or two inch long beaks of prehistoric squids. During one spring plowing season, a local farmer uncovered a giant squid's beak over four feet long. Even the professors at the University of Cincinnati had trouble estimating how long its arms must have been. Perhaps, one of them finally ventured a guess, tentacles of sixty or more feet!

As anthropologist/priest Pierre Teilhard de Chardin expressed so brilliantly, life in the universe is no accident -- no one time collision of random factors that led eventually to humankind's appearance on this lonely planet. Rather, life's forces of free radicals and electricity are bubbling continually throughout the Cosmos, under enormous pressure to burst through every seam on every viable world, into existence in every decent environment. Of course, as children of the stars we simply cannot boast that God created the Cosmos for us alone, when one small planet around an insignificant yellow sun would have been quite enough to meet our needs for millions of years.

Here now is our crucial point about cosmic origins, about stars and human souls in our search for satisfaction and fulfillment.

When God's process of Continuous Creation produced our species through cosmic alchemy, through continuous creation or the evolution of species, we inherited the metaphysical nature of God and the Cosmos from which we came. No other species became so self-aware, with spiritual yearnings that go far beyond our physical and psychological needs. We are the only philosophical species. Like no other creatures -- we know that we know. We think constantly about thinking and must find consistent spiritual sources of meaning and belonging with those who love us during our lives. If we fail at this, we surely go spiritually bankrupt or as psychologists and sociologists write, existentially alienated.

We ponder being alive, wondering who we are, why we exist and where we are going. After making a bad choice and receiving punishment, no dog or cat lays awake agonizing over what a bad thing it has done. To think about good and evil is a human concept. So is success and failure. It is our intelligence, a vital part of the *spiritual unconscious* of which Viktor Frankl wrote, that actively seeks more than bread and circuses, more than power, possessions, prestige and pleasure. We live within the physical and through the psychological. But we dare not neglect our philosophical or spiritual needs or we wither and blow away much as rootless tumbleweeds vanish in a windstorm. We absolutely must find a sense of purpose and feelings of permanence for our lives in order to become satisfied with ourselves. We don't want to be like the confused souls of whom Eunice Tietjens who wrote, metaphorically in blood about human fallibility, during the desperate years of World War I. We paraphrase --

*I have too many selves to know the one.
In too selfish a schooling was I bred.
Child of too many cities that have gone
Down wicked crossroads of evil schemes,
And before too many altars have bowed low
To light holy fires to self-proclaimed gods.*

Obviously, the secular society in which industrialized, computerized and globalized humans currently find themselves makes it difficult to see beyond the many temptations of an acquisitive life-style. Until we connect consciously with God by developing purposeful and permanent covenant relationships, we remain finite individuals at risk, trying to navigate our fragile little boats on a desperately complex voyage that stretches from infinity to eternity with very little security while traversing the void. And it is from this confusion in an age of incessant change that the many existential frustrations of our era come to bedevil us!

Fortunately, God, the *Continuous Creator* and *Lord of the Cosmos* in whom we live and move and have our being, is the all-powerful and all-pervasive spirit who knows, understands and loves all persons. In other words;

God loves you and all of your loved ones, although multitudes of souls inadvertently shut God out of their lives until they are unhappy, frustrated and in desperate spiritual straits. They fail to deal wisely with the psychospiritual needs that we have all inherited from the Lord of the Cosmos and continue seeking fulfillment in places and activities in which it cannot be found. Then, with their souls wounded, they clutch at any number of self-defeating solutions in a futile search to find meaning in activities and places where little love and acceptance is offered to them. As Karen Horney wrote so perceptively, 'Many neurotic and frustrated men and women will do anything to be loved -- except to become loveable.'

God's obvious passion is life -- life beyond understanding in every nook and cranny of Earth and probably beyond our limited vision to populate the entire Cosmos. Astronomers have now identified more planets beyond our solar system than within it. We believe that God connects with each person through the written and the living word, through the Scriptures and through Jesus Christ and the Holy Spirit. God also speaks to humans of reality within the ever-maturing, ever-enlightening knowledge of the different scientific disciplines. We do indeed understand this --

The universe throbs with God's passion for life; life under intense pressure to burst through at every seam in every viable environment, on every developing world. This is no little fly-by-night operation we are invited to join but the very purpose of existence! God's passion is why there is something on this ball in the void, rather than nothing at all and we are invited to join in the celebration with the Lord of Life.

There are spiritual requirements, however. If we foolishly reject a conscious connection or just ignore God through ignorance, we are missing the most crucial element of satisfaction. For the health of our souls, we must meet our cosmic needs through the *Seminal Creator*. Only when we become consciously spiritual beings can we say with the old Swedish hymn:

*Children of the heavenly Father
Safely in his bosom gather;
Nestling bird nor star in heaven
Such a refuge e're was given.*

*Neither life nor death shall ever
From the Lord his children sever;
Unto them his grace he showeth,
And their sorrows all he knoweth.*

Despite the quarrels of some fearful persons within formal religion and academic research, there never has been any real conflict between spiritual wisdom and scientific knowledge. There is nothing that should cause spiritually minded persons to cower in the stagnant backwaters of research, education, the arts, commerce and government. Of course, science considers the *how* of cosmic creation while religion deals with the *why* of our extraordinary Cosmos.

SAMPLE SELF FOCUS

Why do so many contemporary persons have trouble seeing God's footprints throughout the Cosmos spread so magnificently around us?

Why would any fragile and finite person, navigating through the Cosmos, try to prosper without appropriating for oneself the incredible knowledge, wisdom and love obvious in its creation?

FAITH'S REWARDS

Although it is difficult for secular-minded skeptics to believe that fulfillment and joy is found through a spiritual life-style, we really can prosper in many ways through faith, hope and love. This can now be seen through a large body of medical research. Psychiatrist Raymond Moody, some years ago, researched and wrote the amazing book called *Life After Life*. In it he described scores of experiences through which persons from all walks of life died clinically and then were called back through heroic medical procedures. Multitudes of persons, perhaps as many as several million, including Roberta who bled to death during the birth of our third child and was revived miraculously, went through the now famous tunnel to the light on the other side of life and then returned to complete earthly missions. The life after life experience has become too common to deny, although some scientists legitimately debate its cause. However, most researchers see it as a real event. From time to time we catch glimpses that existence isn't all over for us with the death of the brain and body -- some aspect of our soul seems divine and linked forever with the God who summoned us into existence. We suspect the human race has been experiencing this for a long time, which would account for the elaborate Egyptian celebration of life after life during the ages of the pharaohs.

We can also verify the power of prayer and faith in our lives as believers after connecting God. Professor of Cardiology Randolph Byrd of the University of California Medical School in San Francisco studied some 400 patients at San Francisco General Hospital over a period of several years. They were in the Cardiology Unit with massive heart attacks or severe chest pains that required serious treatment. Dr. Byrd conducted traditional double blind research in which neither the health care professionals nor the patients knew which half of the sufferers were being prayed for - in addition to the best care the hospital could offer them. Their names were sent to church groups around the Bay area for regular prayers. The two hundred control patients received the precise same medical treatment but without consistent prayer. The results were spectacular, far beyond statistics, almost beyond belief!

According to Larry Dossey, M D, who has written *Meaning And Medicine* and *Healing Words (The Power Of Prayer)*, the group being prayed for reacted precisely as if the patients were being given a miraculous new medication. The 200 being prayed for, although taken at random in a double blind, had far fewer deaths, required less surgery and were soon put on a much milder medication schedule. They healed more quickly than the control 200. Dr. Dossey reports that had any new drug been so effective, it would have been hailed world wide as a modern medical miracle. Dossey cites some one hundred thirty research studies which show that prayer heals and how it is connected with the temporal area of the brain's right hemisphere! We can call this telepathy or communicating with God or whatever, but the truth is; When we pray for you with love, compassion and concern, knowing we are connected with God, something good happens to you! Also -- the other way around when you pray for us.

From the day Jard learned that his innocent nephew on Death Row in an Arizona prison was receiving an appeal hearing, he and his family and friends prayed that justice would be served, that the judge would see the State prosecutor's biases and errors and release David. What happened at the hearing? Within forty-five minutes the judge threw the conviction out as being without any merit and sent David home with his mother and father. When we connect with God -- we also connect much better with each other and it can be a fulfilling relationship! David's vindication was a tremendous victory over evil and bigoted men and systems through prayer.

SELF-FOCUS SAMPLE

Do you know anyone who returned from the other side?

When have you seen sincere and loving prayers work miracles?

ABOUT BELIEF

The operative word in the all-time favorite gospel song, *Amazing Grace* is *believed*; to believe God's great spiritual revelation to humankind. Some years ago, the story goes, a college pre-med student told her professor of New Testament Studies that she could no longer believe the Bible, that it was filled with impossibilities such as the virgin birth, the calling forth of Lazarus from the tomb and the resurrection of Jesus. The professor smiled benevolently and explained.

Mary Ellen those are the little issues, the starter beliefs to get you moving in the right direction. If you think those are odd, wait until you find that God is calling you to come for communion and to believe that the big and rugged, scary-looking black man kneeling beside the altar rail is your brother in Christ. And that you are being called to leave your prestigious medical practice to serve as a poor clinic doctor to the Hottentots of Africa. That you are to take up your cross daily and follow Christ in simplicity as the Shakers taught rather than buying a new Mercedes coupe every other year. That's what you shall find almost impossible to believe!

Of course we both see the Bible as a spiritual and historical library, written from many perspectives by a great many different authors from different times and places, with many views of God. It has never been a scientific document and anyone who reads it with that mind-set, is ignoring its true value. He or she shall have to engage in all kinds of convoluted assumptions about knowledge and wisdom. Of course, there are inconsistencies in every religion's scriptures. For example, St. Paul seemed to believe that as soon as a Christian dies, he or she goes immediately to be with Christ in heaven. He said that for himself to die is to be immediately present with the Lord. On the other hand, St. John seems to be saying that the dead Christians shall sleep in the earth to be resurrected only on the day of judgment. He talked about the last trumpet call when the graves shall open and the dead in Christ shall rise. And we cannot be sure how much the editors and rewriters of the earliest texts, over several centuries as they were creating the

Bible as we know it, modified everything to suit their own needs and agendas. Paul and John cannot both be right -- but their spiritual messages are compatible -- those believers who live spiritual through Christ shall come out right in the end -- one way or another.

Viktor Frankl -- Jard's mentor in this Christian approach to Logotherapy, wrote that each person has a deeply philosophical nature, *the spiritual unconscious*, which is as vital to health as the *psychological unconscious* discussed by Freud. Of course Christian philosophers have always taught this in the church's dual emphasis on personal redemption and maturing discipleship. Research reveals in a variety of studies that men and women who hold strong spiritual beliefs - who live with a well focused faith, hope and love -- within God's grace, have far fewer physical, psychological and philosophical ailments than those who do not. Life is much more satisfying in a wide number of ways when we consciously connect to God through a personal covenant relationship with Christ.

Sound research studies also reveal that women who relate warmly to God have about sixty percent more sexual orgasms, of a deeply satisfying nature, than irreligious women. Also, husbands and wives who consistently worship together are sixty-eight percent more likely to enjoy loving and permanent marriages. Quarrels, child and spouse abuse, divorce and family abandonment are reduced enormously for families that worship together.

In other words, if you want to marry well, to have a long, deeply satisfying sexual relationship with someone who will be a supportive lover for life, with a true partner who shall not abuse or abandon you and your children, you'll cut the odds of failure by more than half through finding your soul-mate within a faith community. Of course you shall have to continue maturing spiritually through your own embrace of God's grace, in order to meet the needs of your spiritual unconscious.

Accepting Jesus, becoming conscious of God's grace, being born again, establishing a covenant relationship or committing your life to God -- is usually the initial step toward maturing spiritually. Then we must love others and regularly support one another. A fulfilling life through a covenant relationship and service to humankind isn't at all like buying a ticket on the Boston to New York shuttle. We are required to keep paying our dues to the people with whom we share life and love.

Here is the true starting point. God the *Cosmic Creator* or *Seminal Spirit* is open to all souls who hunger and thirst for a spiritual life style. No one gender, race, class, country, congregation, denomination, political party or economic system is more precious to God than any other. God offers us a come as you are invitation for as Jard writes in *THE LIBERATED SOUL* course, we all need spiritual redemption. Unfortunately, we regularly see nihilistic, narcissistic persons pretending that God loves them, their political parties, nations and companies best, in order to claim power and prestige over others and to wrest possessions and pleasure from them.

Such narcissistic religious, racial or gender exclusivity and superiority is always an egoistic, all too selfish way of dominating others, of boasting;

I speak for God so all you inferior sinners must bow to my spiritual superiority. You must believe as I believe, worship as I worship and even vote as I vote-- or the God who gives me power over you, shall reject you as unworthy of associating with we the better class of people.

Spiritually maturing persons don't need egoistic self-deception to feel good about themselves. They can prosper without making others look bad. They are able to see the good in other women and men without becoming petty and mean spirited. Ranier Maria Rilke cautions us --

*All those who seek God tempt Thee,
And many who find solace would bind Thee,
To gesture and to form, to ritual and release.
As if their small candle had banished the darkness!*

This is the narcissistic, pharisaic sin of spiritual neuroticism that Jesus condemned more harshly than any other human failing. He blasted the religious egoists of his day, calling them empty cups with nothing to offer, calling them brightly painted tombs filled with rotted bones rather than life. Unfortunately, the more frustrated and alienated from God and each other some persons become, the greater the temptation to pretend that one is superior to the rest of humanity. That way, the pretenders' spiritually bankrupt don't seem quite so meaningless. Of course, it is all a sham -- any form of exclusivity and superiority is devastating to spirituality and loving relationships. Superiority pretensions really are a form of neuroticism, a defense mechanism by which possessions, pleasure, power and prestige are substituted for a spiritual sense of purpose and permanence.

Alberta Jernigan spoke of spirituality at a recent conference of Christian women.

We affluent American Christians are the fortunate of the world. We are the people who must express love by doing all we can for suffering humankind. Henry and I worked hard for decades to build our oil business but we never grew greedy and mean as so many financially driven business people do. We never tried to pull up the ladder after ourselves as many Texas politicians did when they sold out to the racists and sexists. God has blessed us, but our love becomes meaningful only when we serve others.

Faith in God makes a tremendous difference in our values, attitudes, activities and relationships. Perceptive writers from John the Beloved to world-class psychologist Carl Rogers report there are two basic types of persons.

There are those who love and accept others and those who do not love.

We, Roberta and Jard, take that one step further. There are many reactionary persons in business, government, education and even in the church who are so filled with frustration, fear, greed and resentment that they cling desperately to the past. They are unable to love freely, unwilling to adapt when change threatens them and thus they cripple themselves and their families because life keeps shifting inexorably around them. There are also courageous women and men who accept change as it comes, adapting in new activities and relationships, thinking creatively about life and their place in it, loving others deeply. They go on, empowering their families and organizations psychospiritually in confusing times.

SAMPLE PROJECT -- CONNECTING PERSONALLY

Write your reaction to the following or discuss the implications of each step with a spiritually minded friend you trust. Spell out your choices to clarify your spiritual commitment or a renewal of your trust in God.

FIRST -- Recognize the reality of your human failures and dissatisfaction as a finite being in a secular world. Recall the regret caused by your failures.

SECOND -- Acknowledge that the *Lord of the Cosmos* is indeed the loving spiritual parent of confused, troubled humankind who took on the persona of Jesus in order to redeem us.

THIRD -- Commit your life to God in a covenant agreement that connects yourself to a consistently spiritual lifestyle.

Listen to Gods spirit reaching out to you, accept Christ as your companion and consciously choose to join the fellowship of spiritually transformed women and men. Consistently work toward becoming a more loving, more mature and accepting soul who shares life with the people of God's family. Then, serve society wisely and well as a committed disciple!

After half a century of research and experience, studying some 20,000 books between us and dealing with many thousands of students, communicants and clients, we know of no other way. Neither did Kierkegaard, Frankl, Jung, Horney, Rank, Becker, Frankl, Dyer and the rest of the best.

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THE LIBERATED SOUL

The Cosmic Psychology Of Committed Spirituality

“In an adult lifetime of analyzing thousands of men and women, I’ve never known a disturbed person of middle age or older who recovered emotionally without accepting what the living religions of the world teach about spirituality.”

Carl G. Jung, World Class Psychotherapist/Author

THE EXISTENTIAL TRIAD

The world class psychologists, psychiatrists, philosophers, theologians, poets, novelists, sociologists, anthropologists and others that I weave together as primary sources for this seminar, study humans and their relationships through their own personal mind sets. Men and women invariably interpret knowledge and wisdom through personal values, attitudes, expectations, beliefs and choices, even as the great majority of us naively insist that we deal only with facts. Voltaire wrote that most people think only enough to justify their own attitudes and behaviors. Subjective interpretations of almost everything are inevitable when meaningful topics are discussed. Actually, when any two persons agree all the time, it is an indication that at least one of them has stopped thinking. Nevertheless, regardless of how my select scholars assumed humans reached this point, they virtually all agree that for some reason men and women are first and foremost spiritual creatures with a powerful metaphysical streak in the unconscious functions of their minds. They must be right, because every one of the twenty-two civilizations that left their footprints on earth was based on religious beliefs that shaped their society and the values, attitudes and behaviors of the people.

In addition to my study of civilization’s psychospiritual giants, learning much from them, I have also waded through the mud and blood of human existence. I served America as a military airman, pastor, science instructor, psychology professor and chairman, industry manager, clinic director, leadership professor, management consultant and author. I have distilled half a century of my own researching, counseling, teaching and consulting to help liberate human souls from alienation, dissatisfaction and suffering. I do this by offering the elements of life that empower persons through *spiritual values, positive attitudes, high expectations, mature beliefs and sound choices*. This course of study isn’t simplistic; it isn’t something I’ve hurriedly cobbled together, and obviously, living successfully in our era of relentless change and frustration isn’t easy. Soul liberation requires the application of both *psychological knowledge* and *philosophical wisdom*.

To begin with, I really must present for your understanding three astonishing psychospiritual breakthroughs in which most of my great scholars reached consensus although they reported them in their own ways.

FIRST -- THE ATHEIST'S ENIGMA

As a pre-emancipation African-American gospel song laments, life is filled with complications and sorrows for everyone. At times life can become an unmitigated horror as time slowly but surely converts every plant that sprouts and every creature that wiggles into fertilizer to feed future doomed generations.

Nobody knows the trouble I've seen -- Nobody knows but Jesus.

We really are finite beings adrift in a dangerous world, beset consistently by the tragic human quartet of *suffering, rage, guilt and death*. George Santayana, the brilliant Harvard philosopher wrote;

Life is neither entertainment nor a feast but a predicament to be resolved in the face of enormous difficulties.

Most of us do indeed live out at least some portions of our lives in quiet desperation. As many as one person in five suffers from serious mental or spiritual health disorders at times. In addition, we are all caught up in the frustrations of life virtually all our days. Even now we are suffering greatly as the American middle class and the democracy it creates, is being deliberately destroyed by the plutocrats of Global Capitalism that few men and women understand.

During my half century of psychospiritual research, this existential enigma emerged from the writings of men and women like Soren Kierkegaard, Carl Jung, Karen Horney, Otto Rank, Laura Perls, Abraham Maslow, Melanie Klein and others. Some of them started as agnostics or atheists who like Sigmund Freud assumed God was a security myth, religion a fraud, worship and prayer naively subjective and faith, hope and love meaningless illusions. I understand Freud's skepticism. How could any serious scholar want anything to do with the state controlled churches of his day -- as the clergy pandered to the nobility and betrayed families into poverty and in religious and financial wars? Nevertheless, as the best scholars matured personally and professionally, when everything psychological had been researched, after they'd reached the limits of psychotherapy, the incredible insights contained in the following paragraph appeared regularly in many of my most influential scholars' lectures, therapy sessions and books. Most of them did reach consensus on this:

For some reason that we have not yet discovered, we humans have evolved with strong metaphysical natures and mystical needs. We simply cannot be satisfied with physical and psychological benefits alone. We have conscious and unconscious philosophical or spiritual yearnings that must be met consistently. Therefore, to mature beyond neurotic anxiety, to cope with existential alienation, to live purposefully and win consistent satisfaction, each person must develop a faith in God -- or at least in an idealized God. We scholars can find no God -- organized religion

probably panders to human weakness while prayer and worship may be frauds, Nevertheless, to avoid crippling our metaphysical souls, we must assume that a God-Ideal exists and offer devotion to this creator, because doing so gives us feelings of security in a dangerous world. We can then live with the illusions of faith, hope and love that are essential for a meaningful life.

Oh my -- how wondrously droll, how terribly convoluted! Nevertheless, most scholars saw this spiritual hunger inherent in all humans. And, fortunately, there is a much better way, for according to William of Occam, with all factors being equal, the simplest solution to a problem is usually the best one. Soren Kierkegaard, the always brilliant and forever relevant godfather of modern psychology, the most equal of my score or so authors, along with Otto Rank and Ernest Becker, saw life more clearly than most. The Danish philosopher of the First Industrial Revolution, when writing about spiritual freedom, reported;

The only way we humans can find contentment in a commercial society is through a self-transcending faith in a gracious God that lifts us beyond a fearful, frustrated and meaningless existence. We must become men and women of faith.

You must understand this. In this seminar I examine aspects of human personality and experience that are filled with painful and self-defeating elements. It is worse than useless to ignore our problems when every newspaper edition exposes us to a flood of human disasters. Nevertheless, my approach is spiritual and positive when followed through to the end. I shall try very hard to teach you how to peer into your souls, to balance knowledge and wisdom, psychology and philosophy and the earthy elements of psychotherapy with the cosmic elements of worship -- in order to deal with human suffering and to make life come out well along the way. I use the term psychospiritual with a full understanding of its dual implications of strong emotional and deeply philosophical elements.

SECOND -- THE CONTRITE SPIRIT

The next astonishing consensus to emerge from my brilliant giants, is the need for personal humility and even repentance in the deliverance of one's soul.

To resolve our spiritual difficulties, to succeed in our quest for liberation, we must successfully pass through the major emotional crisis of human liberation. During this conflict, the soul with its unconscious scar tissue; repressed, anxious, subjective and frozen at the core of our being, must surrender itself. Selfishness must yield to generosity. We must mature beyond the immature attitude of I - Myself Alone. The seeker after freedom, to use St. Paul's concepts, must nurture a contrite attitude in order to regret and abandon personal selfishness. In psychoanalytic

terms, the self must sacrifice the ego in order to become free of its tyranny. Only after we have removed our emotional armor, have matured beyond egoistic self-deception and often gone past the assistance psychotherapy can give us to connect consciously with God, can we find deliverance. We have too many primitive homosapien traits to break free in our own strength. We need spiritual support to mature beyond our posturing and pretension, past our repressed killer-ape paranoia and nagging anxieties, beyond our compulsive defenses. We must abandon such baggage to escape through the prison bars we ourselves have erected for ego protection against our anxiety and guilt. Only then can we find the courage, knowledge and wisdom to become spiritually and emotionally free as Jesus, St. Paul, Martin Luther King and Sister Theresa among many others were liberated souls -- were Kierkegaard's men and women of faith, hope and love.

Our search for spiritual liberation via the repentance of our failures, with sincere contrition, followed by trust in God, creates several crucial questions to be answered as we seek deliverance from our homosapien anxiety, guilt and rage through faith and self-awareness. We must ask ourselves;

How can I end my self-defeating ego defenses, remove my emotional and cultural armor to become the loving parent, supportive spouse and faithful friend I yearn to be?

How shall I courageously stand in my quaking and bleeding nakedness -- my ego crying out for esteem regardless of who is abused, without being overwhelmed by the cruelties of life?

How can I, a mere mortal already living under a death sentence, in a prison of my own making, successfully make my way through this confusing maze of suffering, guilt and death that is the unavoidable tragic triad of existence?

THIRD -- FOREVER BECOMING

I wish I could tell you that my special scholars identified two or three shortcuts to soul liberation that shall sweep you into happiness all the days of your life. It would also be wonderful if each person could make a single emotional adjustment, like the religious experience called *being born again* that is expected by many to guarantee forever each believer's spiritual liberation. I recall, during my youth in a fundamentalist revival meeting, an enthusiastic young evangelist begging us to come forward to shake his hand and accept Christ as our personal savior. That would, he assured us, take us straight to heaven regardless of where we strayed or what sins we committed later in life. He pleased some rebellious adolescents greatly but horrified our parents by saying;

Come and shake my hand, signifying your acceptance of Christ, and then it doesn't matter whether death overtakes you drunk in a saloon or from the arms of a harlot -- you shall have been saved, you will go directly to heaven for an eternity with Jesus and with God our heavenly father.

I remember my father grumbling aghast to my mother;

What is that idiot teaching our teenagers -- that living a Christian life gives them license to immorality and sin, to drunkenness and adultery, if you first get saved? He's a loony. Not only must you talk the talk; each Christian must walk the walk. You must run the race through to the end!

I shall elaborate more on this later but for now, let me say here that dealing successfully with life and its problems, with our secret yearnings, is much like following a twelve-steps program for drug addicts. It is never a one-time event such as being redeemed through a simple mental assent. Human nature is too complex for so simplistic a deliverance, although as an aspect of God's grace, it must indeed begin with contrition and a connection with the *Cosmic Creator*. Given the fact we are subjective and finite *creature-selves*, frequently in conflict in an imperfect world, our psychospiritual health is always a life-long project we must accept and follow through to the end. Of course that creates a problem for many because we are such impatient souls. We are indeed attracted to quick fix solutions whether in religion, industry, education or our personal lives. Even more, we really want to pretend nothing is wrong and then when we are forced to face some unpleasant reality, we usually call in a specialist, have the expert do the quick fix and write out a check. Psychospiritual healing doesn't occur that way -- it is a process that always extracts a price and often draws blood. Life becomes really satisfying through maturing and no one grows up in a few weeks or months. We mature and nurture ourselves in stages and while others can help, as with Alcoholics Anonymous, we have to very much want to rid ourselves of our conscious and unconscious methods of avoiding personal responsibility before we become free.

Through this seminar I shall be dealing with some of the common defenses we humans use to feel good about ourselves in a difficult world where life is often nasty, brutish and short. These include keeping secrets from ourselves (*repression*) - pretending that unpleasant things didn't occur or really are not that bad (*denial*) and keeping existence simplistic (*avoidance*). This leads to yet another paradox.

Given the difficult nature of life, while we cope with the tragic quartet of suffering, rage, guilt and death, we normally protect our egos in our search for satisfaction. Of course, we all need defenses to avoid severe anxiety that would render us unable to function well. On the other hand, when we use too many ego defenses, they raise havoc in our families, companies, churches and communities. Getting along without falling into despair is somewhat like balancing along a tight rope. We live on a continuum between neurotic domination and crippling isolation and we must work regularly to make life come out right. Much as a recovering

addict must deliberately choose each morning to remain sober even as his or her insecurities are clamoring for counterfeit liberation.

Life in the raw is often too painful, too dangerous to face without some pretensions, ego games and hidden secrets. In fact, we learn early in childhood that some very nasty things happen to everyone -- that life is fatal in the end and no one gets out alive. Just last week as I write this, a darling little second grade girl in our community slipped while running after a school bus and was crushed in front of many of her schoolmates. It was devastating to them and I wept as I thought of the precious little life cut short in the terrible accident. Amy my own red-headed, left-handed granddaughter with a mind of her own, recently revealed her anxiety about death to her grandmother. And while I probably would have overwhelmed Amy with my research, Roberta in essence told her that is why we trust God. She recommended Amy keep her head cool, her feet warm, her diet modest and to always trust in the Lord. My, oh my -- I do have a bevy of strong women in my life. One wife, one daughter, one daughter in law, several granddaughters and great granddaughters who keep me honest and humble.

To pretend that life is a rose-garden is nothing but self-deception and denial. Therefore we must learn how to cope with the reality of existence that is often very hard to bear without fleeing from reality by becoming neurotic. Unfortunately, reality is so terrible a burden to lay on children, while we are learning who we are, where we belong and what life is all about, we all use self-deceptive repression and denial. The key is to keep them from dominating our choices. We must learn how to cope successfully with life's tragic elements and then work at it regularly.

It has become obvious that the greatest human problems of our era no longer come from the forces of nature but from within ourselves. Wars, hunger for half the world's people and even global warming are human created conditions that are worse than tsunamis, tornadoes and hurricanes. As the great philosopher Pogo Possum (a k a Walt Kelly) said, *We have met the enemy and he is us*. We are finite beings who simply cannot find redemption and liberation through our own wisdom and courage. With our psychological unconscious scheming selfishly to dominate others, or conversely, yearning for some great, god-like figure to assume responsibility for our lives, we lack the spiritual resources to pull it off in our own strength. Fortunately, we can find self-transcending liberation, as reported in the *Atheist's Enigma* and a *Contrite Spirit*, while we are connected consciously with God. As Pope John Paul II said shortly before he died;

We cannot be good without God.

To which I add;

We cannot even feel satisfied with ourselves and our achievements without a relationship with God that lifts us beyond our own egoistic, homosapien selfishness, rage and consistent self-deception.

NICE GUYS FINISH FIRST

The Persuasive Psychology Of A Cooperative Life Style

"Nice guys finish first? How can anyone with the brain of an cockroach make such a stupid statement?"

John Kelly, Talk show host during a book promotion tour.

CREATING COMMITTED COMMUNITIES

So rang out the scorn of a killer talk show host on a major television station in Ohio. When I was on tour in Cleveland, John Kelly quoted Leo Derocher who said just the opposite -- "*Nice guys finish last.*" John also quoted from books that stressed the need to be a tough minded, no nonsense guy or gal who intimidated others and took what he or she wanted in his or her activities -- possibly following instructions in a book called, *Succeeding With A Swift Kick To the Groin*. O K, I admit it, I made that title up but you get the picture. Kelly had done everything except put a dunce-cap on my head as he seated me on a stool before the cameras and, despite his complete ignorance of what I was teaching, proceeded to ridicule my leadership seminar for managers, pastors, teachers and other professionals. He held a copy of this book up for the audience of some three hundred people -- with tens of thousands more watching from their homes, and asked;

Who can believe this drivel? Everyone on earth knows that a nice guy or gal hasn't a choice in this lousy, rotten world. You gotta be tough and mean to be successful. Everywhere! How many agree with me that this stuff is nonsense? Raise your hands.

That was somewhat premature since no one there had any idea what I was teaching in the seminar, but they voted as Kelly asked them to. Many had preconceived notions and about two hundred people in the studio agreed with John. He then asked, *How many agree with* -- he didn't actually say it -- *this dunce on the stool*, but his non-verbal communication made his meaning quite clear. John was all geared up to take me apart for writing something he didn't understand. He pointed to the overwhelming number of hands in the air and said; *Take it from there. Let's see how you handle this rejection.* He sat down in the audience, as all three cameras zoomed in close -- to watch me sweat, I suppose. But because I knew what my program was all about and he didn't -- I countered by unexpectedly agreeing with the host. I said;

If you consider a nice guy or gal a doormat, a wimp, a marshmallow -- I agree with you completely. Such a person doesn't have a chance to succeed in a tough, competitive world in which many other persons are striving for the same things we want for ourselves. The tough-minded guys

and gals will run over the wimps in a very short time. I, however don't think of the doormats of the world as truly nice guys and gals. I see nice persons as competent and intelligent persons who understand the nature of influence, cooperation and persuasion power -- as those who;

*MANAGE INTERPERSONAL RELATIONSHIPS WITH WISDOM,
KNOWLEDGE AND SKILL --*

*SHARE THE REWARDS OF ACHIEVEMENT WITH THE MEN AND
WOMEN WHO HELP THEM SUCCEED --*

*CREATE COMMUNITIES OF COOPERATIVE ACHIEVERS IN WHICH
EVERY PERSON IS A RESPECTED MEMBER --*

And that, I told the group, is my definition of a nice guy or gal, of a decent, emotionally honest parent, teacher, manager, pastor, military officer or what have you!

I folded my arms and sat back on the stool -- waiting, for I had said all I intended to in defense of nice guys and gals. So, I waited and waited -- for John to rouse up from his confusion. I could almost hear the gears whirring in his head as first one camera and then another zoomed in on me and then on to John and panned the audience before coming back to me and John -- for almost a minute. And that, is an eternity of dead time on television. The camera operators were getting frantic when John finally stood, shook his head to clear his thoughts and muttered right on the air;

Well, I'll be damned! I never thought of nice guys that way.

Most people don't but we then had a great time on his show. I had convinced him that my approach is by far the best way to succeeding throughout life, rather than by clawing and screaming, trying to defeat everyone else, destroying the relationships that create friendship and love, clogging your arteries and corroding the plumbing that keeps you alive -- with bile and acids boiling through your vascular and digestive systems to suck away your life.

John had the people vote again and this time all but two men of the three hundred or so in the audience voted that nice guys and gals did indeed have a greater chance at success if they followed my view of sound relationships. The viewers immediately saw the wisdom in my approach and I trust that you also shall understand it that way! The next Sunday, after I'd returned home to Minneapolis, I drew my pastor aside, told him this tale and joked;

If you had my percentage of conversions, we'd have the largest congregation in the country!

MAKING YOUR LIFE COUNT

This course is about people and about succeeding or failing in life, since some degrees of success and failure are the only real options that are open to us. It is written with the knowledge that neither power nor pleasure exists in a vacuum. Virtually everything good we do in life requires the cooperation of people in different ways. And every one of them has his or her own agenda that is personally important.

Therefore, you will have to overpower, out-skill, deceive, or persuade and reward others before society will consistently allow you to share in the marbles, money, passionate lovers, prestige or promotions you want. Only in this way can you make your life count for something worthwhile.

In this course you can learn how to predict the attitudes and to shape activities of the men and women you must influence every day in order to make your life successful. It also shows you how to influence their choices in ways they approve by using sound methods of personal effectiveness. You can do these things by learning and using powerful techniques developed by some very good psychiatrists and psychologists. These methods are unknown to most people, although professional therapists, consultants and social workers have been using them for decades with much success.

Most people struggle through life the best way they can, succeeding once in a while, but more often failing because they never learned how to consistently make good things happen when and where they are needed. They simply blunder along -- accepting whatever the luck of the draw offers them daily, never really taking charge of their relationships in a mutually rewarding manner that keeps people cooperating with them.

Many persons try to succeed by using the values, attitudes, expectations, choices and skills they chanced on in childhood. Unfortunately, in this age of relentless change, when power and authority are shared by more and more people, to depend on what you picked up as a youngster is a poor way to shape your life into a successful affair. In our conventional behavioral patterns many mistakes have been handed down from generation to generation. At home you were probably socialized not to ask embarrassing questions of your elders. At school you were expected to memorize the correct answers. And if you are like many people, you are still waiting for someone to ask the right questions so you can show what a good student you were. Unfortunately for your welfare, no one is ever going to ask them, since most of the answers you learned in school are no longer appropriate. Yet -- millions of men and women who would never imagine crossing the country by covered wagon instead of jet aircraft, who would never take some medicine man's snake-oil cure, try to succeed in life by using methods that were outdated a century ago. And then they can't understand why they aren't among the successful achievers.

Today, men and women are having to cope with complex events that are affecting their lives in many crucial ways. Medicine, personal behavior, education, entertainment, sexual customs, politics, engineering and business methods are all changing more rapidly

than at any time in history. We no sooner get comfortable than life rolls over once again, forcing us to learn an entirely new set of attitudes, activities and relationships!

And yet, not one of the changes sweeping over us like Pacific waves crashing onto a reef, has such critical implications when making one's life count for something satisfying as the attitudes that people now hold toward power and control.

The John Rambo mystique (*Tell the jerks what to do!*) doesn't motivate competent persons any more. If it ever did! For example, many disasters are caused by fighting the wrong people, in the wrong place, at the wrong time. During our shameful wars against poor, dark-skinned Third World nations such as Vietnam, Libya, Panama, Granada, Hati, El Salvador, Lebanon, Somalia, Iraq and others, many perceptive women and men have lost faith in our institutions. After the 9-11 attack on the Trade Towers, an F B I agent was questioning a Minneapolis man about the loyalty of a Muslim neighbor. He asked; *Does he ever criticize the American government?*

James was flabbergasted for a moment before he blurted out -- *Everyone I know criticizes Washington -- including myself and probably you!* We see the Congress and state Legislatures consistently selling out to the highest bidder, business executives such as Enron and World Crossing stealing fortunes and disposing of the faithful employees who do great work at the drop of a point on Wall Street, the criminal justice system with politically ambitious district attorneys often convicting and executing always poor, mostly minority men who couldn't possibly have committed the crimes for which they were convicted. The very flexible morality of primitive politicians, greedy business executives, powerful governmental officials and existentially enraged citizens who feel the execution of any minority man whether guilty or not is a good day's work -- is a weak reed upon which to lean for cooperation and success.

Not long ago a middle-aged local realtor told me of an experience he had with his youthful secretary. Dan said that Dianne was a hardworking, high-spirited employee who was competent and loyal enough to become his administrative assistant. Then, he began to notice, to his middle age displeasure, that she was dressing more and more casually, as if she were going to a picnic rather than to a business operation. So, he called her into his office and tactfully asked her to dress according to his code -- the long accepted business code set by such giants as I B M, General Motors and Honeywell. The young woman sat silently as he spoke, but when he finished, she stood up and said quite pointedly;

Who needs this crap in an informal business such as this?

Then she walked out of his office, returned to her desk, and continued to work harder and smarter for his small company than any assistant he had ever employed. As he related the story, Dan sighed deeply and said there was little he could do about her impertinence, unless, of course, he wanted to cut off his nose to spite his face. He could protect his ego against an outspoken girl -- could fire her and *really teach her a lesson*, forcing her to

take unemployment pay, a month or two of subsidized vacation, and get a job with a company that would not be so stuffy about the way she dressed. But, he would be the real loser. He would spend a month trying to find a suitable replacement, another three or four months trying to help the newcomer learn the job, and another six months blaming himself for letting his ego cost him a year's efficiency in his office. He kept his mouth shut and retained a great assistant -- for he lacked the power to force her to comply with his requirements. Indeed life does go on and we must adapt, must cope with reality in order to succeed, even if doing so makes us suspect that the world is going to hell in a handcart, because humans hate change inordinately and yearn to freeze life as it was when we were learning to manage it. Even when doing so costs us a bundle. Many people do just that because personal prestige is more important to themselves than performance or profits, but it quickly leads to dysfunctional families, schools, companies, churches and communities.

The power that parents exerted over their families, teachers over their classes, and pastors over their parishes, has gone the same way it has with employers. It has passed into the hands of people who refuse to be coerced, so much so that for years I have not met anyone in authority who didn't admit that he has less power than his predecessors did a few decades earlier. For example, for generations, Marine Corps drill instructors were required by their macho commanders to drive their recruits brutally, shrugging it off when a few boots died of drowning or heat prostration, saying you cannot hope to make an omelet without breaking a few eggs. Today, that abuse of power will quickly get a D I hauled before a court martial and condemned to a long stay in a military prison.

Because of this distrust of authority and growing spirit of independence and self-reliance, any attempt to use intimidation is usually more harmful than helpful, regardless of popular recommendations to win success through brute strength, to apply raw force. To succeed consistently with and through people, you must master sound personal methods for winning cooperation and commitment. I know of no other place to learn them quickly except here, for I have developed them from different approaches to cooperative relationships over the past forty years. Perhaps you could spend several years in a graduate program in psychology. But even then you would likely find that most university departments stress simplistic behavior control concepts that reflect their behavioral philosophy while failing to adequately deal with an existential or a life-style approach to success. Skinnerian *Behaviorism* proceeds on the assumption that all we need be concerned with is minute acts of behavior -- that human values, attitudes, expectations and relationships are immaterial to controlling others. I'm a firm believer in the use of rewards but my greatest complaint against behavioral technology is the assumption that the strong and competent persons we must cooperate with will sell out for peanuts -- for a few toys or a pat or two on the back. Face up to it, every person brings to each relationship his or her own needs and assumptions. No employee, student, spouse, in-law or voter is a blank page upon which we can write what we wish without resistance, counter proposals and outright rebellion when we behave as power freaks.

By selecting carefully from all across the field, I have learned many practical methods that will help you understand the importance of personality patterns, to avoid

conflicts consistently and win the cooperation of many people so they respond to you in a positive manner. In addition to my work in academic and clinical psychology, I have also got down in the mud and blood of real life as lived by most women and men. In addition to teaching in two very good liberal arts colleges, I served seven years as a church pastor within a denomination to whom ideological beliefs were very important. I was Vice President of Manufacturing for a farm tool company, Manager of Engineering Research, Methods and Training for a huge eight thousand employee UniRoyal chemical manufacturing complex spread across twenty-two thousand acres and director of a Learning and Learning Disabilities clinic in conjunction with the University of Wisconsin at Madison. Thus, I had many rich experiences in both line and staff work before becoming Professor of Leadership Psychology in the Executive Development Conference at the University of Arizona in Tucson.

Of course, when you start using the methods taught in this course, you shall realize while many people have an increasing sense of independence, most will cooperate when you help them succeed along with you. People want sound leadership for their activities, successful problem solving and low conflict organizations. Unfortunately, although they yearn to be self-reliant and competent, many men and women continue to interact in the negative ways they learned in childhood and have seldom examined again. This is very close to one definition of neuroticism;

Neurotics are persons who compulsively hold self-defeating attitudes and use harmful activities that failed in the past with the assumption that this time they shall succeed.

A woman who marries and divorces a succession of brutal and abusive men -- each time believing that she will succeed in winning their love and support, has a serious flaw in her emotional apparatus. So does a merchant who stiffens his or her customers and then plans on developing a successful store. To help them feel good about cooperating with you, as a means of succeeding with a growing number of people, you must make the revolutionary effort to use the superb methods I have drawn together for your use.

Actually, there are only two basic psychological attitudes and expectations you can hold as you relate to the people from whom you want to win cooperation.

FIRST -- *You can struggle against learning new ways of relating, persuading and leading others, never discovering how to shape life the way you want it to become.*

SECOND -- *You can accept the methods that change has brought to our society and its organizations, adapting to people with skill and wisdom and mastering new ways of reaching your goals through cooperation.*

If you remain defensive, the best you can do is circle the wagons and fight a rearguard action against those who refuse to cooperate even if you avoid ulcers and your heart doesn't split like a rotten melon. Then, circumstances and more adaptable persons

will control your life. When you need to win the personal commitment of a suspicious stranger, a surly worker or a rebellious adolescent, you shall have to do the best you can with whatever crumbs they toss to you. You shall struggle consistently. That route is already overcrowded with those who have no concept of what is happening in their lives - who have no idea of how to win interpersonal commitment beyond bullying those whose cooperation they need to succeed and attacking those who would make life satisfying if treated wisely and well. At least you will not be lonely in that circle of futility for most of the persons you know shall still be going around and around for the next forty years or so. But you shall not be living the rewarding, stimulating live which competent and successful women and women can enjoy once they learn how to focus their powers wisely along lines of excellence.

You will find, as you apply the concepts and procedures taught in this course, that they can become a normal part of your relationships with other people, an aspect of life they may not understand clearly but which they approve wholeheartedly. They will realize that you have become a more understanding, more rewarding person with whom to live, work, and play, a real winner in the true sense of the word, and they will give you a depth of commitment you will probably find astonishing. I am personally thrilled that my oldest son, now with kids of his own, has used the concepts that appear in *NICE GUYS FINISH FIRST* as well in my other books like *GRACE UNDER PRESSRE*, to become one of the finest automotive service managers in the world. That is a documented fact, since his group recently tied for first place nationally in service satisfaction for the Saturn Division of General Motors.

Discuss the following Self-Focus Exercise with another participant if you are studying this as a seminar or write out your answer in two or three sentences if you are doing this program in a self-study manner.

SAMPLE SELF-FOCUS EXERCISE

Do you consistently have more or less power over your kids, employees or friends than your parents or grandparents had in the past?

Why does the author say that a basically negative approach to life, like behaviorism that narrows life down to specific points, causes more problems than opening life up for men and women in an expansive manner.

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LOVERS FOR LIFE

The Loving Psychology Of Life Long Sexual Intimacy

“We are indebted to and deeply appreciative of the contributions our many friends and relatives made to our own love and passion. They have given much meaning to our relationship. We especially thank those friends at Aldersgate Church who shared their relationships with us as this work was taking shape. The years We have spent there have greatly enriched our lives.”

Roberta And Jard DeVille, Teachers And Authors

THREE CRUCIAL FACTORS

Some time ago we were leading a seminar for sexually sophisticated, exuberant and articulate young couples from a local church when James, one of the husbands, said:

Nancy and I have long since learned how to insert Tab A into Slot B, so we don't need a sex manual. We know all about adequate foreplay for women, exotic positions, and multiple orgasms. We love our nights of romance but we now must learn how to make our marriage worth keeping together when we are not making love.

Emotionally healthy men and women almost always share their lives with lovers whose happiness is crucial to their own fulfillment -- even if they failed to understand the reciprocal nature of mutual satisfaction while they were young. In our youthful years we may be so filled with such intense sexual desires that we forget it really does take two to tango successfully for any length of time. If either lover feels deprived, the music soon loses its ability to charm us. As we learn to love a person deeply, we want both to be personally satisfied -- while also becoming a pleasing lover. Our sexual pleasure remains second rate unless the lover becomes a full partner in the intimacy. Of course, some neurotic persons use sex in a power play for ego benefits that have little to do with love. We insist -- all psychospiritually healthy women and men want to please the sweetheart with whom they share physical, emotional, and spiritual intimacy. Anything less is selfishness -- is *prima facie* evidence that one is still an emotional adolescent, grasping what he or she can in a short term relationship. Sexual selfishness and the potential for abuse that follows is always the result of one's serious emotional and spiritual failures.

Despite the universal need for loving relationships, one marriage out of two fails, with a major cause of divorce being serious sexual disappointment caused by some form of narcissism -- satiation or some kind of neurotic power struggle within the relationship.

Many of the marriages which survive are such emotional and sexual disasters that the partners are left with a terrible sense of disappointment about the entire affair. Actually, comparatively few men and women actually remain lovers for life with the joy that a sound relationship guarantees. It is obvious that many couples have not mastered the attitudes, activities and relationships needed to make love permanent. We, Roberta and Jard, realize that we have done pretty well -- we are still sharing our love for one other and enjoying our erotic intimacy after half a century of love and marriage. We have thought much about all this and have come to the delightful conclusion -- We are not yet through! Despite all odds and some glaring mistakes along the way, we have managed to remain lovers because we understand some key factors about relationships. They are: :

WOMEN AND MEN REALLY NEED EACH OTHER FOR LOVE TO PROSPER.

SEXUAL INTIMACY AND PLEASURE IS A NORMAL DESIRE OF ALL LOVERS.

SATISFACTION INCREASES EXPONENTIALLY AS WE MATURE TOGETHER.

These are attainable ideals that unfortunately, because of narcissism and nihilism, can be compromised enough to destroy relationships. However, since the need for love and intimacy does not end with conflict and unhappiness -- even after separation and divorce, most persons with failed marriages usually seek someone new with whom to share romance. We have learned how vital it is to have a loving partner who cares deeply about us; who eagerly and joyfully joins their body, mind and spirit to our own. Unfortunately, some people continue looking for a perfect partner rather than learning how to become a better lover. Nevertheless, most second marriages succeed well enough to be held together. Couples, the second time around, usually have more realistic expectations and attitudes -- can abandon the youthful selfishness that comes between themselves and their lovers, and accept the partial loaf of a sound relationship if not a grand romance..

Actually, many marriages fail because the institutions that are supposed to help men and women live together without too much conflict, fail at their tasks. For example, many people tell us that the church must accept a full share of the responsibility for the failure of many relationships. Its emphasis on archaic rules, the condemnation of spontaneous sexuality made possible through birth control, and reluctance to accept lovemaking as a spiritual relationship in and of itself, long after science has separated sex from child bearing, has been crippling to a great many marriages. Too many reactionary clergymen have simply not come to grips with the realities of life and love since neurotic Medieval myths and superstitions about sexuality were accepted as basic religious morality.

Even today in most reactionary religious denominations, morality is connected almost entirely to sexuality. In much of the right wing church you can engage in virtually any kind of racism or sexism -- condemning minorities and manipulating women -- so long as you profess to have been born again and don't commit adultery with your neighbor's child or spouse. Or at least don't get caught committing adultery! We find

that not only a simplistic view of spirituality but really a mockery of faith, hope and love within the Judaeo/Christian and the Islamic traditions.

Our educational institutions have done just as poorly, for they frequently teach sexual mechanics and techniques while ignoring the need for spiritual love which is vital to keeping a relationship alive and well, filled with sexual satisfaction and make the sweet- hearts mutually supportive over the years. Few of the sex classes we see go beyond simply teaching how to be sexually effective, how as James said, to insert tab A into slot B. Now, with most of the emphasis on how to have a glorious orgasm (or half a dozen of them), it's as though love, acceptance and mutual support have become sexual taboos. Not enough attention is paid to those things that make intimacy satisfying throughout life, to keep one's relationship permanent. The vast majority of sexual self-help books have failed to make this vital point clear since they are often based on several distorted assumptions about life and love. Usually missing from such books is the understanding that humans are always subjective beings with deep spiritual needs that must be satisfied or else life turns sour. Life must become meaningful rather than just successful if we hope to live with satisfaction. Our needs and motivates go beyond the physical and psychological levels of personality to the philosophical. As a result, many books that don't consider the psychospiritual aspects of life fail to help the users all that much.

LOVERS FOR LIFE is based on the principle of partnership and mutual acceptance. We simply cannot find lasting satisfaction except in honest partnership. It is also based on the belief that we all need to live with spiritual values, positive attitudes, high expectations, mature beliefs and responsible choices. Of course, few couples begin this way -- we must learn how to survive together while we mature as real persons. The myth that men and women are so different that misunderstanding and conflict are inevitable is just that -- a myth. Conflicts arise when we relate as lovers from the immature or neurotic needs of adolescence, when we fail to understand personality patterns, when we are pushed from our comfort zones, and when we behave in selfish ways that cause resentment. Then lovers become adversaries who are struggling to win power, prestige pleasure and possessions without regard for the other person's needs. Dissatisfying lovemaking virtually always occurs because one or both of the lovers is behaving narcissistically.

Because sexuality and love-making is so compelling in and of itself -- so important to normal, unrepressed women and men, we sometimes fail to realize that our sexual satisfaction is always the result of having a mutually supportive relationship rather than the cause of a good marriage. Because of the prominence of the pleasure principle, many people still put that cart before the horse. Many and many a person in counseling tells us that they cannot understand why they are having so many problems when the sex is still good. Of course it is -- it is the only thing still holding them together -- with so many other problems both are determined to make something work well. We find that fearful women who remain with brutal, battering men often engage in wild lovemaking with their cruel abusers, doing everything the men want, trying to make something satisfying in the relationship. But it isn't a mutual connection -- such a man is very much

the tyrant she is frantically trying to please in the only way she can win intimacy with him. This seldom lasts long when everything else good has collapsed. And unless a woman feels trapped, unable to take care of herself, with no one to turn to for deliverance, many women soon decide that sexual satisfaction purchased at such a price is too expensive in the scheme of life. They move on.

Others make the same mistake our sexually frustrated and often neurotic Victorian ancestors did as they tried hard to turn love into a sexless, platonic relationship. No one personifies this more clearly than Mother Lee and the Shaker sect of Christians who came out of England during the Victorian era. We understand why this happened and why groups like the Shakers became celibate; the men and women living within the same colonies but in separate dorms and never making love. Sexual diseases were rampant in Victorian England and America at the time. About one person in five had a serious venereal disease at the time of our Civil War and there were no cures. The young Confederate general A P Hill contacted gonorrhea as a West Point cadet and suffered with it the rest of his life until he died in his late thirties. In addition, they had no reliable birth control methods so many wives were pregnant almost all the time. Married women were baby making machines and every major religious denomination in England and America in 1900 still insisted that birth control was a sin against God and humanity. They churches confused social traditions with spirituality as they always do. Birth control was forbidden because the society needed a constant flow of strong, young persons to do all the scut work needed to keep life running smoothly. As late as the year 1900, each childbirth was a trip down into the valley of the shadow of death for every woman. Her possible death was an acceptable trade-off with the need for more workers for the farms and companies of the time. Childbed fever due to contaminated bed clothing was so virulent that most women had their wills written before giving birth.

Roberta's maternal grandfather, an undeniably devout Methodist preacher, had seven children with his first wife before she died at the final birth and then had twelve more kids with his second wife before she also died in childbirth. Women had no rights -- they could not refuse their randy husbands access to their bodies even if another pregnancy would kill the wife. Their marriage dowry was given to their husbands, they could seldom work outside the home and if they did, the law required them to surrender their earnings to their husbands every payday. Actually, they were treated as valuable cattle as Abigail Smith Adams wrote and wrote again to her husband Samuel Adams when he was helping form the United States government. She urged him over and over to give women some civil rights but he was unable to persuade the southern contingent of politicians to treat women fairly and it took more than a hundred years for women to gain the vote and some simple rights to manage their own lives. With disease and death the common outcome of a sexual relationship, and with a complete loss of freedom from entering into a marriage, Roberta says she can certainly understand why Mother Lee founded her Shaker colonies so women could care for themselves -- by themselves -- and with the celibate companionship of those men who were willing to treat them decently. Of course, Jard also understands why the Shakers prospered during that period and failed when women won some freedoms, learned to plan their babies and could avoid venereal disease through modern medicines. The lives of women became so much better during

the 20th century that few needed to abandon marriage and children in order to become real persons. Thus the Shaker colonies vanished as society changed drastically the lot of women.

Men and women who have lovingly committed their lives to each other have every physical, psychological and spiritual reason to develop deeply satisfying sexual relations as a positive aspect of life. Each of us needs a loving soul with whom to share the many responsibilities and rewards of life, to labor with during the day and to fill the nights with the magic of a passion that doesn't fade but becomes more mature and rewarding as we enfold one another with kisses and caresses. We believe that anyone who teaches otherwise, who wants to limit a couple's sexuality to conception, whether in the church or out, is emotionally crippled and wants others to suffer with him rather than to mature in the physical aspects of love.

Fortunately, even when a person has been crippled and confused by religious, parental or cultural myths about the role sexual relationships play in life, human resilience is so great that he or she can learn how to live a purposeful life, an existence leading to happiness and permanence in relationships. No one is doomed to unhappiness in a partnership unless he or she accepts someone's manipulation of himself. Ridding oneself of misguided symptoms and selfish behavior can help pave the way toward maturity and fulfillment.

We, Roberta and Jard -- have lived together for over half a century. We reared three kids and even our grandkids have kids now and we still love each other dearly. We would like to be able to report to you that we had a storybook romance and marriage: We would like to, but alas, we cannot. To start with, Roberta certainly did not get a Prince Charming in Jard. He is a stubborn, willful man who has gone through life doing precisely what he wanted to do. Of course, Roberta wasn't a Fairy Princess -- so, at times the sparks flew. They still do! But, we started life even, both having naive attitudes about living together. She assumed Jard would be like her father, and he thought Roberta would be like his mother. Don't all young couples make that mistake? We soon learned how wrong that was but above all we shared a strong spiritual faith that helped us!

At one time we were even like two veteran riflemen in combat. One soldier was from the Louisiana marsh country while the other was from the mountains of Colorado. They had little in common but survival, they didn't understand each other, and they would not have even known each other but for the fact that they were sent into the Army at the same time. However, they have saved each other's life so often that each has forgotten how to survive without the partner. One kicks in the door and the other throws in the grenade. Without a great deal of deliberation!

We have even moved past that and now are fairly tolerant and understanding. The repeated grinding of two dominant personalities, although it created friction and sparks on many occasions, has abraded a pretty good fit to our marriage. Sexual pleasure and psychospiritual intimacy are still vital parts of our lives, and we recommend them highly to everyone (although we realize that sexual satisfaction can exist only as a part of

our total relationship). We are fortunate that we have kept our sexual relationship alive and deeply satisfying -- despite the myth that sex is for the young. I suppose many in the reactionary church who would limit sex to conception and childbirth consider us a dirty old couple -- but you can imagine how little time we spend worrying about their neuroticism! Love is a constant source of rejuvenation for our life together.

In this *LOVERS FOR LIFE* course we have included projects and processes for your use. They have proved very valuable for us and for couples in our seminars. In the beginning, using them may make you feel as awkward as giving a speech or singing a solo for the first time. They will become familiar with use, however, and will help you develop a mutually supportive partnership that remains pleasurable and permanent. Use them well to strengthen your mutual concern and self-transcendence; for they are tools with which to build greater understanding. Even if boredom and desperation have set in, these methods have the power to revitalize a relationship and make it worth keeping -- even when you are not making love at the time. May God bless your attempts to grow toward happiness and fulfillment, for all of life!

Complete the sample Self-Focus exercise shown below. Discuss the answer if you are in a group that is studying this course -- or write out your answer if you are studying it alone. Write two or three sentences and then go on. That will help you think situations through for yourself.

SAMPLE SELF-FOCUS EXERCISES

Why do you suppose our Victorian male ancestors were so determined to keep women barefoot and pregnant, subservient to men -- even those wicked men who were often abusive and sometimes murderous?

Why do so many men still assume that they own the women in their lives -- that if they cannot dominate a woman, then no better man than they can love her?

SAMPLE PROJECT BASIC ASSUMPTIONS

Discuss with a friend or write a short paragraph or two or three sentences on what the following could mean to you.

MEN AND WOMEN REALLY DO NEED EACH OTHER FOR LOVE TO PROSPER.

SEXUAL PLEASURE AND SATISFACTION ARE SOUND ASPECTS OF LOVE.

ONLY BY MATURING TOGETHER CAN LOVE BECOME DEEPLY FULFILLING.

PARENTING WINNING CHILDREN

The Guidance Psychology Of High Expectations

“I worried about my oldest daughter keeping her virginity while she was in high school. Now, just ten years later, I lay awake nights, anxious that my youngest girl will be crippled by AIDS or become addicted to life-devouring drugs.”

Mary Ellen Fitzsimmons, Single Mother

AN AWESOME RESPONSIBILITY

All normal parents love their children and want them to live meaningful lives among loving people with whom the youngsters find places to belong. We teach them to be as successful as we can. Because of their love, parents normally have no intention of crippling their children's physical, psychological or spiritual growth with inadequate guidance or with harsh discipline. It is our intention to maintain loving and purposeful relationships with our youngsters during their formative years. Nevertheless, because we bring our own emotional baggage with us, because many of us had less than ideal childhoods, the road to disaster for many children is paved with the good intentions of inept parents. For -- the fact of the matter is -- we make but one journey through life with each child -- and although most adults strive diligently to succeed, we can never control all society's variables and we do have difficulty compensating for our own weaknesses. Even when we do the best we can, we spend years before learning how well we have done with our most precious assets.

Despite the best of intentions, virtually all parents I know (I spent yesterday afternoon with a group of friends, honoring a recent high school graduate who is leaving home to matriculate in Carleton College), readily admit that guiding their offspring to emotional and spiritual maturity is an awesome responsibility. Because of a combination of social, cultural and financial changes occurring across our civilization, the responsibilities each parent carries have indeed become more difficult than they were when society was less complex. One deeply concerned mother of several daughters shook her head and lamented;

I worried about my oldest daughter keeping her virginity while she was in high school. Now, just ten years later, I lay awake nights, anxious that my youngest girl will be crippled by AIDS or become addicted to life threatening narcotics. What on earth is happening to our children when eighty percent of high school girls have already engaged in high risk sexual relations and dangerous drugs are as available as soft drinks?

At one Parent/Teacher Organization meeting, when my oldest son's now adult daughters were rowdy teenagers, a middle eastern father chided the group that Americans were having discipline problems with their children because they are too permissive. He continued to say that he, as an Islamic father, had no problems maintaining control of his daughters. The group pondered this for a moment or two and someone suggested he share his methods with the PTO members, many of whom were indeed being challenged. When he offered some obviously simplistic, rather primitive religious advice from the desert sands of Arabia, one woman grew suspicious and asked how old his always obedient daughters were. He answered, *five and seven years*. He then became angry when the group burst out in laughter at his advice. My son, for whom the Moslem man worked, took him aside after the meeting and kindly told him that his daughters were going to turn him inside out when they reached puberty -- unless he switched from a controlling to a counseling relationship. His said the daughters were surely going to grow up yearning to be part of their high school society and the only way he could block their desire for acceptance would be to stamp out every iota of their creativity -- or possibly keep them locked in the attic for ten years! And sure enough, I live across the street from South West High School and the oldest Moslem daughter, now fifteen or sixteen, ran past recently with a group of girls training for cross-country competition. She was wearing a traditional head scarf -- but was also clad in a T shirt over an athletic bra and a pair of short shorts. The Moslem Religious police in Saudi Arabia, who behead girls who so much as touch the hands of any man except for their fathers, brothers or husbands, would have stoned her for playing the harlot had she dressed for a sporting event in her father's homeland. Life goes on and every generation must find its own way rather than simply adopting the past as eternal wisdom.

In his delightful short story *The Reivers*, William Faulkner wrote about a disobedient son's father who is preparing to thrash him for his boyish transgressions. Before he can get his leather razor strap, the boy's grandfather steps in to block the whipping and the angry father becomes disgusted with the older man. He grumbles, *Father, when I was a boy, you had no compunction about whipping me!* The elderly grandfather sighs and admits that his son is right, that he did whip him too often when he was growing up. *But -- he adds, As a grandfather, I'm much smarter now than I was when your age.* Most of us do learn something important while traveling life's journey. To paraphrase an old Pennsylvania Dutch quip:

Too soon we get old and too late we stop hurting our kids. Or as H. L. Mencken griped, Our parents ruin the first half of our lives and our kids ruin the second half.

My own children are grown now and even my grandkids have kids -- several of whom are almost grown, which shall likely make me a great, great grandfather before many more years past. I have participated in my own development, that of my children and my grandchildren and now my great grand kids. Two weeks ago my wife Roberta and my youngest son took two of our great grandsons to a fabulous *Minnesota Twin's* baseball bash for kids, where they could eat all the hot dogs and drink all the pop they could manage without throwing up and come home with prizes of all kinds. It was a

hoot for everyone -- unto the second and third generation of our clan! I have also served as a pastor for seven years, was Director of a learning disabilities center in association with the University of Wisconsin, professor of psychology and department chair at Westminster College, leadership professor in the Executive Development Conference at the University of Arizona in Tucson and a leadership consultant from London to Singapore. I have also researched and written more than a score of books, seminars and psychology assessment instruments, of which this is my most recent study course. My current offerings can be seen on <http://www.fulfillmentforum.com> which is *The DeVille Institute's* web site.

This study course is based in part on some of the concepts that were discussed in my books such as *Nice Guys Finish First*, *Lovers For Life*, *The Psychology of Leadership*, *The Pastor's Handbook On Interpersonal Relations*, *Frontiers of Fulfillment*, *The Liberated Soul* and others. It isn't a rehash of any of them but draws from my ever-increasing maturity as I continue my life-long quest for knowledge and wisdom. *Parenting* is written specifically for mothers and fathers who are committed to guiding their children and adolescents toward emotional, spiritual and career maturity and to life-long satisfaction. It is based on several psychospiritual principles that include these. We must:

DEVELOP CONSISTENTLY LOVING RELATIONSHIPS WITH OUR CHILDREN THROUGH KNOWLEDGE, WISDOM AND FAITH.

SHARE THE REWARDS OF GREAT SATISFACTION AND DEEP MEANING WITH THE KIDS WE LEAD TO SUCCESS.

CREATE A FAMILY OF DEEPLY COMMITTED PERSONS IN WHICH EVERY MEMBER IS A COMMITTED STAKE HOLDER.

Those three approaches are best implemented through two principles of psychology that are easy to remember and to apply. They are:

THE BASIC PRINCIPLE OF HUMAN COOPERATION --

THE PRINCIPLE OF INTERPERSONAL RECIPROCITY --

The *basic principle* our children need to absorb from our attitudes and activities is that all men and women, boys and girls continue holding the attitudes and doing the things reward them or appear to reward them and stop doing the things that deprive them in some manner. The *basic principle* has these three elements to it.

Good things happen to people who do good things.

Bad things don't happen to people who do good things.

Good things don't happen to people who don't do good things.

This is not necessarily the way the world functions, whether at school, on the playground, on the job, in the criminal justice system or in politics, but it can be our promise to those precious children whom we want to mature as courageous, successful and loving adults. Of course you are not all powerful or totally wise and we all grow weary, frustrated and crabby at times. But, we are not discussing the cosmic principles of good and evil here, but learning practical ways of improving our interactions with our children so we can guide them toward maturity and competence. Children grow ill and suffer and friends move away and discretionary income may be lost -- life has its downturns -- but to the best of your abilities, you promise to live with a sound *quid-pro-quo* that is put in simple words children can understand. You must communicate clearly and consistently follow up with this commitment --

When you do what I need from you, I shall grant what you need from me. In addition, I shall not treat you badly when you are doing your best to cooperate with the people among whom we belong. And finally, I shall not make any extraordinary effort to waste my time, money and energy rewarding people who fail to cooperate for the good of this family unless I see some hope for the future.

The *reciprocity principle* is less cerebral -- is more instinctive in nature.

The positive, neutral or negative way you treat individuals and groups, comes from your values, attitudes and expectations that are based on your basic trust in humanity or in your basic distrust of society. The way you relate to others determines the way the vast majority of persons relate to you.

In other words:

I have just given you a very powerful interpersonal mechanism for creating a positive psychological and spiritual climate within your home, on the job and in virtually all of your relationships.

I cannot take a great deal of credit for this fact of existence -- since both Aristotle and Jesus were teaching it long before I arrived on the scene -- but it still works wonders in complex situations today. Management psychologists now call this principle *behavior modeling*, through which we demonstrate as well as discuss the attitudes and activities that shall be rewarded. I realize this principle of reciprocity will have little value if your boss' cousin is gunning for your job or when you are being stalked late at night by a rejected lover, but it does work in the vast majority of cases with people who are merely annoyed or frustrated without nursing hidden agendas. Actually, we often teach our children in this manner -- whether we recognize it or not. Children learn much that is both good and bad from their parents, from their attitudes and activities, although there is often a great gap between the concepts we express and the activities we pursue. When we relate to other persons, each of us goes through a series of spoken and unspoken transactions that play a crucial role in how we manage relationships. *If we demonstrate*

love and trust -- normal men and women as well as boys and girls are drawn into our attitudes and activities. On the other hand: If we are paranoid or psychopathic and are consistently distrustful, people feel uncomfortable around us and likely deal with us cautiously even if they cannot avoid us entirely. If we are closed-minded and defensive in our relationships, our children usually learn to behave in the same manner. One very good psychologist, whom I shall call Fred to protect the guilty, muttered one night after we'd quaffed a few beers too many:

I've studied Freud, Adler and Frankl and rejected most of Skinner's simplistic stuff and accepted Dugal Arbuckle's existential approach, but one concept keeps coming to me. I believe in nurture and nature or nature and nurture -- or perhaps both! But after forty years of assessment and psychotherapy, I have found a consistent factor to explain sound mental health. Healthy and happy parents rear healthy and happy kids. And nutty and frustrated parents rear nutty and frustrated kids.

Well -- there are exceptions of course, but I modify that to include the sad fact that emotionally distressed parents usually rear psychologically inept kids, which causes them to make serious mistakes that bring suffering to themselves and to the next generation of children. Of course, remedying that -- breaking the chains of ignorance -- is what this course is all about. What you give to your kids is what you consistently receive in return, although you may go wrong by not being giving them what you thought you were offering them. I find great wisdom in something valuable Otto Rank wrote and I paraphrase:

I was resting on my bed, pondering why so many parents put so much pressure on their children, wondering why they cripple them with neuroses and psychoses and I finally reached a conclusion. They do it out of stupidity. They have no concept of sound mental health and so they rear children in haphazard ways that fail.

I find Rank one of the greatest of all the mental health scholars, but I prefer the phrase, *They do it out of ignorance*, for while stupidity is a life-long genetic disability, ignorance may be only temporary and can be corrected. I suppose almost every teacher, professor and counselor agrees or why would they work with students who are doomed to repeat their parents' blunders *ad infinitum*.

What parents, teachers and ministers really need to do with kids is to reverse the most common child guidance system. Rather than watching like hawks to catch the kids doing something wrong and then punishing them for it -- we must watch them like mother hens, to catch them doing something right and grant them appropriate rewards for their maturing choices. Punishment -- whether physical, emotional or spiritual, inevitably fails to accomplish what we expect as soon as a child becomes old enough to resist -- first during the *terrible twos* when kids learn to use the magic word -- *NO!* that throws many young parents into confusion. And then later, during adolescence. The only way abuse will deter a determined child is by escalating the severity of the

punishment, which leads to a point of diminishing returns. In the first place, a slap alongside the head teaches the child nothing except how displeased the adult is -- he or she learns nothing about improving one's behavior the next time around. And even if the adult follows the blow with correction, the child is usually too frightened or resentful to listen and accept the appropriate behavior. In the second place, escalating punishment either crushes the child's spirit, making boys vulnerable to bullies or girls unable to resist abusive men, or it leads to a simmering guerilla war that poisons the home climate.

Rather than being traumatic and conflict laden, childhood and adolescence can be a grand experience for parents and offspring alike. Life remains satisfying in many families and has been great within many cultures across the world, although Socrates once wrote a bitter diatribe about the impolite and narcissistic youngsters of ancient Greece. Perhaps some rowdy boys had tipped his outhouse over! The American Plains Indians, such as the Cheyenne, Sioux and Absaroka, offered a striking example of family and community congeniality. Juvenile delinquency was unheard of -- as was theft, divorce, child or spouse abuse or even mental illness. The Great Plains children were pampered beyond reason, were reared in an atmosphere of permissiveness that would have shocked Dr. Spock. There was virtually no physical, psychological or spiritual punishment within the families or the clans and yet, infants were taught not to cry within a few days after birth, because crying could reveal the band's presence to enemies. There was no spanking, slapping or pinching and no emotional abuse of any kind. Nevertheless, the Plains peoples reared children who were obedient, loving and loyal to parents and elders and generous to their clans for their entire lives. These stone age, pre-literate people used the *Basic Principle* and the *Law of Reciprocity* much more successfully than we industrial world persons ever have.

If you consistently use the concepts and techniques I teach in this course, you can make the most of the years you spend with your children and teen-agers. The processes learned here can mean the difference between consistent success and disastrous failure in an age when life is changing so swiftly that old traditions and worn down ideologies can no longer serve our children well. For those who haven't seen through my approach yet - - this program is a synthesis of phenomenological or existential and behavioral elements in a child-centered guidance system.

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GRACE UNDER PRESSURE

The Balanced Psychology Of World Class Leadership

“There are no bad regiments in the French Army -- although some regiments fail because they are commanded by bad colonels.”

Napoleon Bonaparte -- Maxims Of War

WILD DUCKS

Some years ago I heard what was soon to become the death rattle of a great industrial civilization. I heard it in the angry voices of two factory owners who were at their wits end. In Sydney, Australia, one furious executive shouted that the only way to restore employee commitment would be to line his striking workers against a wall and shoot every third one.

His American counterpart in Minneapolis wasn't so bloody minded but he was no less frustrated by his failure to win the commitment of his workers. He yearned for a major economic depression to return them to their senses so they would never again challenge his decisions. His business would suffer and his earnings decline, he admitted, but he felt it would be worth it emotionally to get the labor issue settled once and for all. He may have had his wish granted, since his company is now working at half capacity and is struggling to survive as his sons now compete with products coming from China, Japan, India, and Brazil; even from an awakened and ambitious Vietnam. For we are no longer competing with ourselves -- with firms who are making the same fundamental mistakes inherent in a lockstep approach, but with hungry achievers who are coming on line abundant resources and deeply committed people.

I took neither man seriously, since they were both half out of their minds with frustration and were obviously venting their fears and frustrations -- but as they blustered, it became painfully obvious that neither executive understood the challenge nor had the wisdom and the grace to cope with the events occurring across Western Civilization. Neither owner had a sound vision for ending the crippling adversary relationships that make many American, Australasian and British businesses more and more vulnerable. Too few men and women in leadership positions have captured a vision of what a committed community of achievers can accomplish. A great many companies remain trapped in an antiquated philosophy of leadership that depends on interpersonal power and rigid control and when that fails, they become vulnerable because of increasing world competition.

We, in the Western World, still suffer greatly from the massive leadership failure documented in *Harvard Business Review* some years past. Of course it is ironic that more recent Harvard researchers criticized the tightly scripted industrial engineering approach

to management that their predecessors in the Harvard Business School invented a generation or so ago. The fill in the blanks -- connect the dots, Harvard engineering and reengineering approach used managers and workers as if they were emotionless robots. Workers were paid the absolute survival minimum and worked relentlessly until they malfunctioned. The so called rational approach that ignored emotions and ethics and excluded morality from a nihilistic philosophy of business, consumed people who were then replaced as if tools of production that failed. It seemed cost effective to use up workers as and to replace those who faltered with machines that never argue or want more money. Actually, dealing successfully with ego-centric humans is a challenging business that bad managers and executives strive desperately to avoid at all costs.

The Harvard approach trained plug-in executives who could shift effortlessly from one product or service to another as the best possible approach to fast stock market profits -- whether manufacturing hair driers, paint or canning peaches. The Harvard approach was always about winning on Wall Street with swift stock market killings and never about producing great products or valuable services and letting a company's excellence persuade investors to stay committed over the long term. Many executives lose their jobs because the company suffered a bad year on Wall Street but few if any have ruined their careers by producing second or third rate products. This nihilistic philosophy of service to society worked reasonably well for dysfunctional organizations that produced shoddy goods and services. The managers could follow the lock step procedures laid down by ideological professors who never met a payroll or walked a production floor and the cash cow would give milk and cream forever. Unfortunately, the old girl grew weary and gave up the ghost when a host of international players appeared on stage and elbowed their day into the chow line. Until now, General Motors automobiles and vans suffer as many failures after three years on the road as Toyotas and Hondas have during their seventh year of service. More and more companies have become wholesalers who produce nothing of their own but pass foreign goods off to the public with their own brand names pasted on. Chrysler has managed to survive by teaming up with Mercedes while General Motors is considering a consortium with European and Asian firms in order to remain viable in the world market. Or possibly Ford and G M may combine forces in order to survive by cutting design and production costs significantly. Everything is still about the all crucial quarterly report in order to placate institutional shareholders. Very little is about manufacturing excellence although no one wants to make shoddy goods. It is just that when push comes to shove financially, the accountants on the top floor go for the stock market fast buck every time.

The computerized reengineering approach became an item of faith, was the standard ideology revered by many who lacked the vision that sophisticated leaders apply to create effective communities of achievers. It seemed good enough to break every task down to its mind-numbing elementals, to pay the peons just enough to keep them from starving and to follow the industrial engineering lock steps to mediocrity on the world's stage when our competitors are offering increasing excellence through their products and services.

There certainly has been no great desire to follow the wild ducks who ride the cold north wind of commerce to great heights with their organizations. These swift birds of passage upset domesticated barnyard fowl terribly with their fierce passions. Lee Iacocca carried his youthful fascination with speed to fruition when he saved an even then struggling Ford Motor Company with the original Mustang sports car. He mass produced a twenty-nine hundred dollar low tech donkey that could blow off forty thousand dollar Porsche thoroughbreds on any race track in America. He build them in several variants -- from six cylinder butterflies for elderly ladies who wanted a town coupe -- to fire-breathing dragons for white knuckle racing. I know, I bought one of the four speed, over-carbureted, disc braked beasts that was sprung like a British ox cart for my wife Roberta on her thirtieth birthday. We made swift passages along the back roads through the Rocky Mountains and around the Great Lakes for years in bellowing glory. Thank you Lee Iacocca for many glorious memories imprinted on our psyches while in four wheel drifts near the limit of adhesion!

Then, there was Mary Kay with her cosmetics empire who developed an entirely new way of transforming fifty cents worth of simple ingredients into glamorous lipsticks and rouges and she did it with flair and great fun -- with girls-only house parties and gifts of flamingo pink Cadillac's for her committed achievers. Mary Kay was a sophisticated leader who really understood the social and sensual interests of women who party together, recapture a bit of romance at home and buy more of her cosmetics line than they had planned!

Dutch Kindleberger transcended the law of gravity by first designing and building the world class B-25 bombers that James Doolittle's boys flew to Tokyo and the evergreen P-51 fighter from scratch on clean sheets of engineering paper. You could see the fighter parked on a tarmac at dawn and know that it was the best of the breed. That was for practice -- Dutch then went on to jets such as the F - 86 and the F - 100 and to create earth shaking rocket engines that could power towering space ships to escape velocity at his Rocketdyne Division of North American Aviation. He literally made the mountains quake! Dutch loved aircraft and he loved men and women who were thrilled by his Mad Max vision of powering Americans to the moon. Dutch would salivate at nights over his drawing board. I know -- I did quality assurance on his X - 15 and the air breathing Navaho scram jet for two summers when I was teaching science at Cincinnati's Sayler Park School. For years I treasured a small medallion which included aluminum taken from the Eagle that Neil Armstrong had landed on the moon. Walking upright through the massive ram jet engines of the Navaho was never just a summer job for this former science instructor who sent ten times as many kids into science and technical careers as his predecessor.

And don't forget Willy Davidson who quipped that a fellow who has only one motorcycle couldn't consider himself much of a biker. Willy knew what his customers wanted and served them so well with his rumbling 1915 technology *Hogs*, that Harley Davidson is now worth more on the stock market than General Motors. I doubt that the Harvard gurus ever pondered why the Dupont executives who destroyed the Indian Motorcycle Company, failed so miserably with their plug-in management approach. The executives made bad financial decisions and a series of bad motorcycles that few riders

would buy. Willy and his posse didn't survive with clever Wall Street scams after Indian collapsed -- they did it the old fashioned way -- they earned it after Willy and other motorcycle enthusiasts snatched Harley Davidson back from the Brunswick executives who were following the Dupont crew to disaster by building bad machines. You might say that both companies were saddled with bad colonels, but Willy and his guys rescued his namesake.

Those were committed people, who multiplied their passions through their people and not one of the wild ducks, who rode the cold north wind ahead of their flocks, would have been worth a hill of beans at making clothespins or peddling sugar water to teenagers. All of them were passionate achievers who had the dual leadership ability to manage resources and relationship well.

Unfortunately, our deepening American leadership failure has included a greedy loss of vision of what creative men and women of passion and a commitment to greatness can achieve when they become committed leaders.

It is well past time to put that failure behind us, to harness the human element understood by successful leaders, by embracing and capitalizing on the universal desire of men and women to find meaning for themselves and to make their lives count in purposeful activities with their resources and through their relationships. Fortunately, I am finding signs that more perceptive Western managers are beginning to understand how commitment and excellence can be jump-started in our organizations. I surely do see it emerging from the women entrepreneurs now taking significant roles in our society. Most men have traditionally followed the Harvard paint-by-the-numbers approach, using a universal system for earning money but not especially caring whether they are working with garbage, grain, coal or with the American banking system's money -- so long as the monthly report is good. On the other hand, most women going into business for themselves, choose areas of service where they feel a sense of meaning and purpose that lifts them beyond a satisfactory bank account in return for their accomplishments. When they reach home and family at the end of the work week, many more women than men want to feel they have contributed to society in some significant manner in addition to creating their own wealth.

For years I taught courses about the need to harness commitment and creativity, to manage resources and relationships -- to the budding executives in the *Executive Development Conference* at the University of Arizona at Tucson. I acknowledged the need for greater government cooperation, for improved technology, for lower interest rates, and for freedom from the tyranny of the monthly report. I then insisted that a new philosophy of leadership is needed to better utilize the reservoir of often untapped human ability that exists in every organization. In my courses, I told each group of two dozen or so fast-track executives from Saudi Arabia, France, Latin America, Australia, England, Brazil and the United States, that we must turn our organizations into surrogate communities in which people invest the very stuff of their lives at tasks or in relationships that are meaningful to them personally. I concluded by saying that in no other way could an executive or manager further a career effectively.

There is a point to this, and I cannot help but recall it every time I hear managers and executives talking about the lack of commitment offered them by their employees:

Because men and women almost always continue holding the attitudes and completing the activities that reward them personally, while avoiding the attitudes and ending the activities that devalue or deprive them of benefits, every management team receives the level of performance from the employees that the leadership group consistently reinforces in some tangible or intangible manner.

Unfortunately, in our American and European nations, frequently the level of commitment is neither what the leadership wanted nor expected.

There are no bad regiments: There are only bad colonels!

This course is about becoming a more successful leader by harnessing what we now know about effectiveness and efficiency. The research is in -- any group that becomes what I call a *community of achievers* can maintain its level of productivity with a significant reduction in labor costs, in floor space, and with in inventory. Any manager who cannot build a career on that improvement probably has no business cluttering the territory!

SELF-FOCUS SAMPLE

Tell what you think the author means when he writes that every management team receives the level of commitment that the leaders consistently reward.

In the physical or resource aspects of leadership.

In the psychological or relational aspects of leadership.

Does your group received the degree of commitment expected from the use of a sound quid pro quo?

If you answer yes, why does your reward system succeed?

If your answer is no, why does your reward system fail?

NEW ERA - GREATER CHALLENGES

Leon Trotsky, the old Soviet ideologue, is not widely respected by large numbers of Americans but he made several statements that bring into focus some of the major challenges faced by managers in an era of constant turmoil. During the confusion and aggression of the Russian Revolution, the Old Bolshevik said that anyone who wanted only to be left alone in peace to do his work had chosen a terrible time in which to be born. He also concluded that trying to reorganize a society was much like trying to revitalize a cemetery. Trotsky was correct on both counts, for deep within all kinds of organizations is the deeply rooted desire to keep things as they were when the members first learned them. We do indeed want to preserve our vested interests without interference or loss. Many people live with the illusion that humans enjoy change. The fact is, however, that we seldom want important things to change unless the benefits are immediate and personally profitable. Even when there is an obvious advantage to accepting new challenges, many people have difficulty adjusting to some new use of resources and relationships. For example, the sports and entertainment industries have rewarded many athletes and performers who were unable to successfully handle sudden fame and wealth. In many business and professional organizations, rapid change can have similar disruptive results when people are forced, frequently against their will, to deal with new resources and relationships they resent. Many resist for so long that the organizations are destroyed as the great English historian, Lord McCauley, wrote several hundred years ago. He wrote:

Every great civilization, nation, noble family, corporation and community eventually commits suicide by creating so many selfish, vested interest groups that it cannot adapt when great changes occur and the entire group must adapt swiftly or perish.

He went on to reveal that while there are always hungry and younger societies waiting in the wings to take over, all but one or two of the twenty two civilizations that left their footprints on earth, collapsed from their own internal contradictions and conflicts.

Managers and professionals like dentists, attorneys, and physicians, who are responsible for rewarding their employees to achieve together, are frequently the causes of many problems in their own organizations. They yearn, often unconsciously, to continue working through the concepts and skills they learned in the beginning. They do so because changes in relationships, techniques, and responsibilities force us to rethink ideas we already mastered, and to adapt when it seems obvious that we usually want others to do the adapting in our organizations.

For example, several years ago, when the decline of large automobile engines became obvious, one young manager was called to a meeting where he was told that his test group would be evaluating the reliability of the Chrysler Corporation's new power plant for domestic sales. When he asked about the engine, he found it to be a massive thing that produced more than 300 horsepower with commensurate fuel consumption. He

protested that the competition was adjusting to rising fuel costs by developing fuel-efficient engines and that Chrysler should be doing the same thing. His manager immediately pinned him to the wall and told him to keep his mouth shut and follow orders if he wanted to keep his job. The young manager thought about the potential consequences of resisting change despite fuel costs and soon started a career in another industry. And Chrysler's small automobile came on the market with an engine and transmission from Germany because the massive V-8 engine was an anachronism that few customers would buy. To this day, General Motors and Ford are having trouble manufacturing automobiles that American customers will purchase and Chrysler has bonded with the Mercedes Group of Germany in order to survive.

The resistance to change that so complicates the work of managers and supervisors is much more than a conscious determination to keep things as they were in the past. According to scholars like Konrad Lorenz and Carl Jung, our resistance may well be rooted in the evolution of humankind, in the development of Western Civilization itself, and in the manner in which work groups have long been managed in our society.

As our civilization grew in size and complexity, humans developed the technology needed to prosper *and* the interpersonal relationships necessary for success. In other words, our ancestors created both the *hardware* (the resources) and the *software* (the relationships) of achievement. The hardware included tools, plant lay-out, weapons, clothes, etc. The software included the psychology and the philosophy needed to work successfully in groups, to distribute rewards equitably, and to avoid unnecessary conflict within each community. We must balance the use of software and hardware if our organizations are to prosper as our competitors do more and more often now.

In many cases, an organization begins as an entrepreneurial enterprise that prospers in that form as long as the founder uses both good hardware and software to serve clients well. In time, the small organization grows beyond the ability of the entrepreneur to control everything, so either the transition to professional management is made or the company crumbles at the death of the dynamic founder. However, it has only been in the last few decades that we have come to understand that there is a drawback to professionally managed organizations that do not change as society changes. For example, when an organization becomes so large or so complex that people feel lost in its activities, confused about its objectives, and resentful of its impersonal approach, the organization has peaked. At that point, to become optimally successful, the management team must regain the community spirit that has so frequently been destroyed through the development of impersonal systems, a division of labor, and the rest of the Industrial Engineering/Harvard Business School approach.

In communities where men build ships for their sons and nephews to fish in or fight from, quality is *never* a problem. When people are hired to build products -- or small parts of products for a faceless consumer market, or for managers they do not know because they are away soaring like falcons in a deserted forest, quality and productivity are likely to become consistent problems. And therein hangs a tale for ambitious managers and supervisors who believe there is a better way to work in their organizations.

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Business has become too complex to believe that profit alone is the measure of how well an organization is serving its clients and utilizing its employees. Joseph Juran, the quality specialist who, with W. Edwards Deming, gave Japan the tools they needed to prosper with small inventories in their production organizations, has blamed our leadership failure on the finance specialists of our organizations. In their pursuit of short-term profit, they neglected the quality and productivity that would have created long-range growth for their organizations. In all fairness, the finance wizards were only doing what their owners hired them to do, and since they seldom had any production or service experience, our performance calamity caught them unawares. Unfortunately, the belief that the bottom line rather than growth is crucial was accepted by the smaller organizations of our society as well.

A more reliable measure of success that far transcends the quarterly statement is a manager's ability to increase productivity and quality enough to capture more of the market without a proportional increase in expenses. Scholars like David Tansik, Edwin Flippo, and Peter Drucker report that we have come as far as possible without a restoration of creativity, a rebirth of the human element in our organizations. And that is the last thing many executives who would like to treat employees as inventory want to hear.

We must remember that we suffered our massive leadership failure while using the best administrative systems ever devised. Unfortunately, these were never enough and certainly more troublesome than inanimate resources -- while our less sophisticated competitors around the world harnessed the human strengths that can make many organizations strong, vibrant and productive!

Fortunately, the behavioral sciences, especially the research of psychology and sociology, have matured past traditional concepts to identify and teach methods that can restore to any organization the achievement that it deserves. An entire nation did that after the most disastrous defeat in its history. Japanese men and women at all levels of responsibility worked very hard to reach what first seemed to be impossible goals. They were forced to rebuild an industrial civilization in which ninety percent of its significant cities had been burned to the ground. Obviously, I think that the time has now come when a great many Western managers must learn how to better lead their organizations' relationships to increase productivity and quality. To succeed in the post-cold war, global business climate, each manager must best utilize the organization's *hardware* and *software*, the resources and relationships to produce goods or services that will serve the market well. This means that few companies will become optimally successful without a

conscious dedication to service through its products and its people. To do that well will require that each manager and supervisor learn as much as possible about human personality, productivity, and motivation and use the new concepts effectively.

One of the worst things that a manager can do, when clinging to an antiquated concept of productivity and success, is to pretend that interpersonal power is still held by managers when it is not. The pretense of power, like most other mistaken assumptions, leads to making decisions that harm many organizations. Men and women seem, too often, to confuse prestige and privilege with power. They accept corner offices, reserved parking places, and decorated dining rooms, but they accept the mediocre performance that the employees collectively grant them. And in the many companies where the pretense of power limits the esteem and commitment of the workers, the workers have not been especially generous to shortsighted managers. In fact, they have skinned many of them and hung their scalps out to dry!

To succeed in the post-cold war, global business climate, each manager must utilize the organization's *hardware* and *software*, the resources and relationships to produce goods or services that will serve the market well. This means that few companies will become optimally successful without a conscious dedication to service through its products and its people. To do that well will require that each manager and supervisor learn as much as possible about human personality, productivity, and motivation and use the new concepts effectively. Of course, that is what *GRACE UNDER PRESSURE* is all about.

SAMPLE PROJECT

Write a paragraph or two telling how you would utilize those elements the author calls the hardware of production and the software of achievement in your organization.

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We, Jard and Roberta DeVille -- with our Editorial and Creative Director Dee DeVille, are the researchers, authors, editors and instructors of the powerful ***Fulfillment Forum*** e-book seminar series. To make our topics even more interesting and valuable to participants and program planners, we also conduct live electronic presentations based on our superb study courses for classes and meetings anywhere in the world. Lest you assume we are merely boasting about the quality of the series, every psychology seminar in our curriculum has a distinguished pedigree. Three were commissioned and published by major publishing houses. *NICE GUYS FINISH FIRST* remains a seminal source about personality patterns and persuasion in sound personal relations, while *LOVERS FOR LIFE* becomes a classic about love, sexuality and marriage. Both were published as top of the line hardback books by The William Morrow Company.

GRACE UNDER PRESSURE was developed by Jard as his textbook while he was teaching for years in the *Executive Development Conference* at the University of Arizona at Tucson. *GRACE* was first published as a hardback by Farnsworth Press. It was then mass published as a paperback in the New American Library's *Executive Leadership Series*. *PARENTING WINNING CHILDREN* grew out of Jard and Roberta's text for parents, psychologists and teachers at *THE CHILD CONSERVATION CENTER* for dyslexic students in conjunction with the University of Wisconsin at Madison. Jard was the clinic's Director and Roberta taught remedial math and reading to learning disabled children.

All six of our books have recently been completely rewritten to make them even more relevant for a broader audience and developed into group or self-study seminars by Dee and Jard. The two books about *Logotherapy* or *Psychospiritual Health* -- *FRONTIERS OF FULFILLMENT* and *THE LIBERATED SOUL*, were rigorously researched, written and piloted by Jard and Roberta and edited very well by Dee during scores of pilot seminars and spiritual retreats in a half dozen major religious denominations, several universities and many colleges. Unexpectedly, they were finalized with much input from many hard nosed business executives from Honeywell, First Banks, Intel, Ford Motor Company, General Motors, General Electric and others --

both in house and under the auspices of the University of Indiana and Purdue University in Indianapolis -- fondly dubbed *UIPUI U*, by irreverent undergraduate students. .

We need say no more -- you can discover for yourself the obvious excellence of our work by simply downloading the free partials listed below. You really must discover for yourself the many aspects of life and love we address by examining the different tables of contents. Click on any or all of the following courses before finalizing any class or program you are planning for they consider almost the entire range of the human condition. These are all full length courses that average about 180 letter size, single space pages that include powerful narratives, illuminating anecdotes, case studies, tests, exercises and projects that enlarge each participant's vision.

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PARENTING WINNING CHILDREN

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THE LIBERATED SOUL

(The Cosmic Psychology Of Psychospiritual Deliverance)

GRACE UNDER PRESSURE

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Warmly,

Jard, Roberta & Dee DeVille

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