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NAN

MA SUNNY:

11/20/91

ENCLOSED IS SOME MATERIAL, WHICH
I HOPE YOU WILL TAKE TIME TO READ!

I AM A REPUBLICAN WHO IS OLD ENOUGH
TO REMEMBER 1929-1935 - A TERRIBLE
PERIOD BROUGHT ON BY CALVIN COOLENCE
(REAGAN) AND HERBERT HOOVER (BUSH).
THERE IS AN OLD SAYING THAT PEOPLE WHO
DO NOT LEARN FROM HISTORY ARE DOOMED
TO REPEAT IT!! THERE WAS ANOTHER
HISTORICAL CHARACTER CALLED NERO;
HE FINDED AROUND A LOT TOO!!

IT IS THE OPINION OF ME AND MANY
FRIENDS AND ACQUAINTANCES, THAT THE EXECUTIVE
AND LEGISLATIVE BRANCHES, INDIVIDUALS AND
COLLECTIVELY ARE RESPONSIBLE FOR EVERYTHING
RECORDED IN THE ENCLOSED MATERIAL!!

James H. Strader

James H. Strader
15 Circle Drive
Orchard Manor RT 4
Millsboro, DE 19966

Photo Copy Preservation

The Philadelphia Inquirer

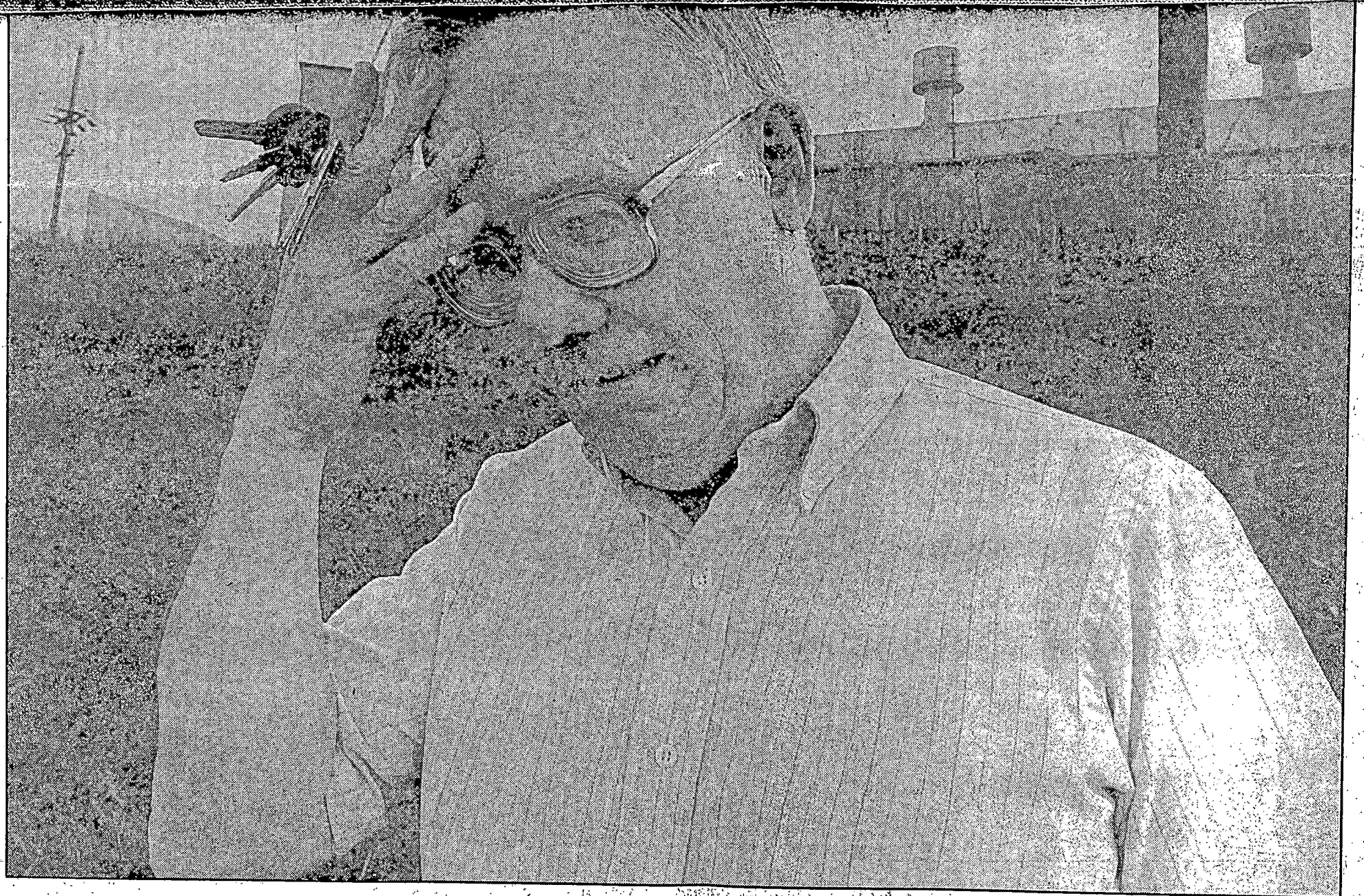
America: What went wrong?

Philadelphia Inquirer reporters Donald L. Barlett and James B. Steele show how millions of Americans have fallen victim to a combination of rulemakers in Washington and dealmakers on Wall Street.

This nine-part series, originally published in The Philadelphia Inquirer, examines the dismantling of America.



Photo Copy Preservation



The Philadelphia Inquirer / RICK BOWMER

A special series
October 20 – 28, 1991

NAN

John Sununu
White House Chief of Staff
THE WHITE HOUSE
1600 Penn. Ave., N.W.
Washington, D.C. 20501

Earl Wheby, Jr.
P. O. Box 700544
St. Cloud, FL 34770-0544

12-2-91

Dear Chief of Staff John Sununu:

I am sorry to hear you will be replaced in a shake-up at the White House. The reason for the Presidents dramatic drop in popularity isn't you. I think it is because of all his foreign travels and his over-attention to foreign affairs instead of the sad domestic situation at home.

Speaking of foreign affaires, one recent poll show the President way down in all areas except foreign affaires but that could change soon and I ask to you please inform the President that Arab-Americans subjected to double standards of U.S. "justice" in the past have recently sent correspondence into the Middle East urging Arab unity to carry out the predictions of the Apostle Jesus Christ in LUKE 21:20 "And when ye shall see Jerusalem compassed with armies, Know ye the desolation thereof is nigh." My prediction is there could be military action soon and this could further hurt the President in the polls.

One Arab-American to another, I assumed you would respond to my recent correspondence to you but, to date, I have hear nothing from you! Now that YOU are being subjected to the same kinds of DOUBLE STANDARDS as this Arab-American was before the U.S. Court system 26 years ago then maybe you will now have a talk, about my offer to help with the situation in the Middle East, with the President? I would like to be in a position to help (have the injustice committed against me corrected in some way) but it is no problem to urge the Arabs to FIGHT for the liberation of THEIR lands and to get out the U.S. supported Zionist-jewish occupation army on Arab lands and to ISOLATE the lawyer-run U.S. gov't from even more Arab & Islamic countries? It is no problem at all to do that?

I remain your loyal supporter and would like to hear from you.
What will you do once they give you the boot?

Sincerely,
Earl Wheby, Jr.
Earl Wheby, Jr.

Feeling party pressure, Bush may replace Sununu

President Bush is considering a White House shake-up that would include replacing John Sununu as chief of staff in an effort to fight a dramatic drop in his popularity and growing discontent within his Republican party, the *Los Angeles Times* said Saturday.

In a report from Washington, the newspaper, quoting unidentified sources, said several Bush advisers say they expected the changes before the end of the year, perhaps this week.

Although Bush has continued to publicly voice support for Sununu, behind-the-scenes pressure to replace him has come from Cabinet members, other presidential advisers and key Republicans in Congress, the newspaper said.



Sununu

Sununu has been the target of attacks recently from many Republican officials for his heavy-handed management style — and for a role in the White House's mixed signals on the economy and domestic issues.

24 Blauvelt Road
Nanuet, N.Y. 10954

November 30, 1991

NAW
The Honorable
John H. Sununu
Chief of Staff
The White House
Washington, D.C. 20500

Dear Governor Sununu:

Please let me add two further points to my letter of November 17.

I. I know how important you consider the protection of unoffending and defenseless human life, and thought you might be interested in the enclosed copies of letters I wrote to the U.S. Supreme Court. Scores of letters on "the four basic points," with hundreds of signatures, were sent during the Court's deliberations on Webster, and similar letters on the successor cases until a year or two ago. As far as they pertain to myself, I just offer these documents as evidence of a brain usefully at work, a human resource, a concerned American ready to serve, be the job in domestic or in foreign affairs.

By the way, you handled everything very well indeed when interviewed recently on TV by Jim Lehrer. It was good to watch.

II. I noted with interest that the New York Times (November 30, page A 16) treated you as "not newsworthy" in its dispatch from New Hampshire, but in the adjacent column as "newsworthy" in its dispatch from Ohio, though you were centrally relevant to the one topic and hardly at all directly relevant to the other. This daily abuse of language and intellect crests again and again with each big election campaign.

A letter I wrote to the President on Pearl Harbor Sunday 1986 scarcely overstated the case: "The media today have made of our national election campaigns a quadrennial global spectacle that threatens more and more to take the U.S. periodically out of play on the world chessboard. The world now sees this, and any troublemaker, great or small, can adjust his timetable."

Today, given such regimes as the present ones in Iraq and Serbia, the lessons of the 1930s are writ large, only this time in a regional frame. Collective security must be sustained. In Europe, a keeper of the peace who is assured of active U.S. goodwill is needed. My point is: in this 1992 election year, the President must be more than ever prepared to contend day by day on two fronts, foreign and domestic. In either field, I can be useful, and I hope I shall be called upon.

Sincerely yours,

John Conway
John Conway

Encls. (4)

Justice Sandra Day O'Connor *(And four other members of the Court)*
The Supreme Court
Washington, D. C. 20543

Cases: { Modgson v. Minnesota, No. 88-1125
Ohio v. Akron CRM, No. 88-805

Ms. Justice O'Connor:

In these two pending cases, as you weigh the specific points at issue, we ask you please to be ever mindful of the party that has the most to lose, and the right that comes before all other rights. We are speaking of the unborn child's right to life.

1. The unborn child is a human being. This value is fundamental. The Gospel according to Luke uses the same Greek word (*tō bréphos*) for the child in the womb (Luke 1: 41, 44) and after birth (Luke 2: 12, 16). Indeed, this value is deep rooted in human instinct and tradition.

2. The unborn child is its parents' own flesh and blood.

3. The unborn child has offended no one. Thus it is a fallacy to argue that one cannot be against abortion and for the death penalty. Capital punishment for the able-bodied killer is altogether consistent with respect for unoffending human life.

4. The unborn child is utterly defenseless. It cannot take to its heels and run. It is locked within another human body, a body made and meant to nurture and protect it.

Certainly, care must be had for the rights and needs of mothers, especially the plight of the single and the poor, and we hope the Court will have a more suitable occasion to address this problem also. But "abortion on demand" is not a remedy.

Abortion proponents invoke the woman's right to privacy as if privacy were paramount and she the only person directly involved. We see the problem differently. We believe in the general rule that when the defenseless little party of the first part's right to life and the party of the second part's right to privacy are in conflict, the latter must necessarily give way to the former. The child's life does indeed come second to the life of the mother: when the mother's life would be endangered by her carrying the child to term.

Where the parent(s) will not protect the life of the defenseless unborn child, it is, we believe, reasonable and right for the state in some manner or degree to step in. We do not believe this to be state intrusion. We simply maintain that the right to privacy comes after the right to life. As for public funding, we hold that there is no right of equal opportunity where the act is morally wrong. We hold that it is a moral wrong and a grave societal danger when people, rich or poor, take the life of a human being that is their own flesh and blood, has offended no one, and is utterly defenseless.

We therefore ask that the Court please take this occasion to reconsider Roe v. Wade. For complex reasons, in our society the abortion problem is not static or self-contained. It has a peculiar dynamism that we overlook at our peril. Surely, now is a time to undo so far as possible Roe's capacity for further harm.

Respectfully yours,

Justice Sandra Day O'Connor *(and four other members of the Court)*
The Supreme Court
Washington, D.C. 20543

Hodgson v. Minnesota, No. 88-1125

Cases:

Ohio v. Akron CRH, No. 88-805

Ms. Justice O'Connor:

With respect, it is hoped that the majority's decision in these two cases will not unduly curb either parent's role. Many a noncustodial parent is still a loving parent, a human resource for which no judge can substitute. We see the thriving law business in states where there is judicial bypass. The pregnant minor comes to the judge already coached, primed with pat answers. This is "counseling"? Such "band aid" procedures do not come near the heart of the problem. Instead, to protect child and mother, state law should establish paternity, impose and collect child-support obligations, and add a state safety net backed in poor states by federal funds.

As for Roe v. Wade, the undersigned respectfully submits that there is ground enough for overrule, even on the present occasion. Not only is Part II of the dissent very persuasive, but also, consider Roe's treatment of the question of "personhood."

In Part IX, Roe takes the view that the Due Process Clause of the 14th Amendment's Section 1 does not indicate "with any assurance that [the word "person"] has any possible prenatal application" (410 U.S. 159, page 729, col. 1; emphasis added). It seems to me that that Clause, "nor shall any State deprive any person of life, liberty, or property, without due process of law," does not "with any assurance" indicate that the word "person" has or has not prenatal application. But it certainly is at least arguable -- even, perhaps, reasonably to be presumed -- that the word, in context, does apply also to the unborn. Just as the above Clause, in context, protects the life, liberty, and property of all persons, whether citizens or not; and just as it protects the life and liberty of all persons, whether propertied or not; so also it protects the life of all persons, whether "at liberty" or still in the womb.

Indeed, on further analysis, the above presumption seems quite reasonable. Thus Roe refers to its Part V #5 in support of its conclusion that person as used in the 14th Amendment does not include the unborn (410 U.S. 159, page 729, top of col. 2). But reference and conclusion alike talk in only vague and general time frames (e.g., "a major portion of the nineteenth century"), keeping well clear of the specific question, What was the generally understood meaning of the word person in 1868 when the very Amendment that Roe is here examining was written? Did expectant parents, in 1868, think of their unborn child as not a person? They would more likely have called it "baby," but surely thought of it as a human being. Did they find in their copy of Luke's Gospel different words or the same word for the child that leaped in the womb and the child lying in the manger?

Let us move forward to the 1980s. Mrs. Debra Szarama is speaking of her unborn child: "He was there. He was already a baby. I had seen him on ultrasound" (New York Times Sunday Magazine, May 14, 1989, page 46). NB: This at 14 weeks (Ibid.).

Is Roe not hopelessly flawed? In today's "throwaway" society, an unoffending and defenseless human being, the unborn child, is in dire need of protection. The problems here discussed are complex, but the Court will, I am sure, reach a just, compassionate and wise decision.

Respectfully yours,

John Conway

April 22, 1989

Justice Sandra Day O'Connor
The Supreme Court
Washington, D. C. 20543

Ms. Justice O'Connor:

Permit me to offer these thoughts on the Appeals Court decision in *Reproductive Health Service v. Webster*, and on *Roe v. Wade*.

In her recent book, Professor Glendon of the Harvard Law School writes, "*Roe v. Wade* and succeeding cases ... have virtually closed down the state legislative process with respect to abortion prior to viability" (Mary Ann Glendon, *Abortion and Divorce in Western Law*, 1987, page 34). Other scholars, including Earle Phillips of Fordham Law School, have made the same point about *Roe's* "freezing the development of state law."

In this perspective, the Appeals Court decision in the Missouri case does seem to verge on the repressive, also to be narrowly selective in what it chooses to see. Thus it says, "Missouri's statute ... places the state between physicians and their patients [emphasis supplied] by forbidding the physicians from relaying certain information, opinions, and advice." But as Professor Glendon notes, "At present, the majority of American abortions are performed in abortion facilities where the woman and doctor meet for the first time" (page 20). "Only in America," she continues, "has a vast profit-making industry grown up around abortion" (*Ibid.*). If there is an intrusive element, it may well be this profit-making industry, not the state. In this connection, I notice that the Appeals Court decision uses the above phrase "physicians and their patients" repeatedly, where it might have said, "women and their doctors."

"Today, abortion is subject to less regulation in the United States, than in any other country in the Western world" (Glendon, p. 112). "At present, we lead the developed world in our extreme liberty of abortion, while we lag behind the countries to which we most often compare ourselves in the benefits and services we provide to mothers and to poor families, and in the imposition and collection of child support obligations" (Glendon, p. 53). Granted, those countries are in the main ethnically homogeneous (an aspect that Professor Glendon does not dwell on within the scope of her book). Granted, child support enforcement here may well be a problem. But if we walk away from that problem, allowing abortion instead as the "easy way out," we walk on to a very slippery slope, with prospects gravely detrimental to our society in the long run.

Instead, each state should make its own best effort to adapt the wide-gauge "European way" as Professor Glendon has surveyed it so admirably in her book: establish paternity, impose and collect child support obligations, add a state "safety net."

Toward this end, I hope that the Supreme Court will substantially revise the position taken in *Roe v. Wade et al.*, with a view to allowing the states to deny not only public funds for abortions but also the use of public facilities even where the abortion is privately paid for. Given proper follow-through on state level, America can be made a better place to live.

Respectfully yours,

John Conway
John Conway

Justice Sandra Day O'Connor (*and four other members of the Court*)
The Supreme Court
Washington, D. C. 20543

Case: Webster v. Reproductive
Health Services

Ms. Justice O'Connor:

In your consideration of this case, which is soon to come before the Court, we ask you please to weigh the specific points at issue within the following general terms of reference:

1. The preborn child is a human being. This value is fundamental. The Gospel according to Luke uses the same Greek word (*tō bréphōs*) for the infant in the womb (Luke 1: 41, 44) and after birth (Luke 2: 12, 16). Indeed, this value is deep rooted in human instinct and tradition.
2. The preborn child is its parents' own flesh and blood.
3. The preborn child has offended no one. Thus it is a fallacy to argue that one cannot be against abortion and for the death penalty. Capital punishment for the able-bodied killer is altogether consistent with respect for unoffending human life.
4. The preborn child is utterly defenseless. It cannot take to its heels and run. It is locked within another human body, a body made and meant to nurture and protect it.

By all means, care must be had for the rights and needs of mothers, especially the plight of the single and the poor, and we hope the Court will have a more suitable occasion to address this problem also. But "abortion on demand" is not a remedy.

Abortion proponents invoke the woman's right to privacy as if privacy were paramount and she the only person directly involved. We see the problem differently. We believe that when the defenseless little party of the first part's right to life and the party of the second part's right to privacy are in conflict, the latter must necessarily give way to the former. (Possible exceptions are in cases of rape or incest.) The child's life does indeed come second to the life of the mother: when the mother's life would be endangered by her carrying the child to term.

Where the parent(s) will not protect the life of the defenseless pre-born child, it is, we believe, reasonable and right for the state in some manner or degree to step in. We do not believe this to be state intrusion. We simply maintain that the right to privacy comes after the right to life. As for public funding, we hold that there is no right of equal opportunity where the act is morally wrong. We hold that it is a moral wrong and a grave societal danger when people, rich or poor, take the life of a human being that is their own flesh and blood, has offended no one, and is utterly defenseless.

We therefore ask that the Court please take this occasion to reconsider *Roe v. Wade*. For complex reasons, in our society the abortion problem is not static or self-contained. It has a peculiar dynamism that we overlook at our peril. Surely, the time is now at hand to reconsider *Roe v. Wade*.

Respectfully yours,

John Conway
24 Blauvelt Rd.
Nanuet, N.Y. 10954

The Honorable
John H. Sununu
Chief of Staff
The White House
Washington, D.C. 20500

PERSONAL

New York, December 2, 1991

NAN

HONORABLE

JOHN H. SUNUNU

Chief of Staff

THE WHITE HOUSE - WASHINGTON DC 20500

Together with millions of citizens of this country I watch the extraordinary activity performed in these days by the Offices of the President and Vice President of the United States, for the improvement of the country's finances and its economy.

I am unemployed and a plaintiff in a legal action improperly delayed, I believe , at New York State level, but I am confident that I will have a job tomorrow.

Please, Sir, continue together with the other officials of the White House, your remarkable efforts.

Respectfully yours,

GEORGE PATRASCU *George Patrascu*
34-43 Crescent st. apt. 6 R.
L.I.C., New York, 11106

GEORGE PATRASCU

v

BARONELLI Ltd and
US GOVERNMENT

Sup. C. 85-5835

ONE YEAR AGO, A STATE OFFICIAL HAS LOST
A FIGHT AGAINST A CHILD.

IF THE S.C. GRANTS MY PETITION, THE SAME
OFFICIAL MIGHT LOSE ANOTHER FIGHT
AGAINST CHILD'S FATHER AND MILLIONS OF
TAXPAYERS -

Your Honor

Forced by my situation, unemployed and a public assistance recipient, living in privations and poverty for years, on April 28, 1991, I have submitted new petitions to the Supreme Court of the US and the US Senate Committee on the Judiciary (copies enclosed).

Again, I am alone against everybody, but I will continue my fight in justice. I want my son to be able to attend the college having my back salary as financial resources, I want him to be proud of his father.

Enclosed, copies of some articles published by the local press. Among them, a recent public comment made by the Chief Judge of New York State, who called the New York budget (cuts), unconstitutional.

I pray your Honor to support my case in continuation before the Justices of the Supreme Court.

Annex: documentation

Dated: New York, New York
April, 29, 1991

Respectfully yours,
PLAINTIFF PRO SE,
GEORGE PATRASCU

34-43 Crescent st. 6 R.
L.I.C., New York, 11106

ED KOCH



WHO would have believed that a dispute between two sophisticated New Yorkers — Alan Dershowitz, a Harvard law professor, and Henry Siegman, executive director of the American Jewish Congress — could end up before a Beit Din, the 4,000-year-old religious court described in the Bible?

The Beit Din was specifically created to settle disputes between Jews.

Siegman has called on the court because he feels he was libeled by Dershowitz in his new best seller, "Chutzpah."

In the book, Dershowitz recounts how he tried to bring a lawsuit against Jozef Cardinal Glemp, primate of Poland, for defaming Rabbi Avi Weiss. Rabbi Weiss and a group of his followers had gone to Poland in 1989 to protest the continuing presence of a convent at Auschwitz that the Catholic Church had

previously agreed to move.

Cardinal Glemp later falsely — and absurdly — accused Rabbi Weiss and his followers of physically threatening the nuns at the convent. In a homily at the Our Lady of Czestochowa shrine, Glemp said, "Recently, a squad of seven Jews from New York launched attacks on the convent at Oswiecim [Auschwitz]." He went on to say, "... It did not happen that the sisters were killed or the convent destroyed, because they [the Jews] were apprehended."

After a defamation suit was filed on Rabbi Weiss' behalf, a Polish senator and Dershowitz worked out a statement of retraction with Cardinal Glemp "that would be acceptable to the parties involved in the suit."

But on the day it was to be signed, Henry Siegman and Robert Lifton, president of the American Jewish Congress, met with Cardinal Glemp and allegedly criticized Rabbi Weiss for "contributing to anti-Semitism in Poland." According to Dershowitz, they implied that the Jewish community did not want or need a retraction from the cardinal.

NB. In connection with this hidden message I must specify that the former mayor of New York City and his brethren are guilty, not me.

Siegman has called for the Beit Din because he disputes Dershowitz's account. Knowing Henry Siegman, the idea of his invoking such an ancient Orthodox practice can be likened only to Dracula asking for the cross.

They can't let guilt intrude on justice

Siegman, like many of the executive directors of American Jewish groups, does not represent the current thinking of his constituency. His philosophy is caught in the time warp of the '50s and '60s, when many Jews were afflicted with "Jewish guilt," not because of their own actions but because of those of society in general. They were so anguished by discrimination, especially

against blacks, that they believed Jews should make special sacrifices. They went as far as to accept the idea of quotas and preferential treatment, closing their eyes to practices that had long been used as weapons of discrimination against Jews.

I believe Jews should carry out the biblical admonition, "Justice, justice shall thou follow, sayeth the Lord," which, by repeating the word justice, calls for universal justice, not just justice for Jews.

But some Jews, like Henry Siegman, fail to see that while Jews want universal justice, they also want their leaders to make certain they are accorded that same justice. They want them to defend Jews, like Rabbi Avi Weiss, who are not in the mold of the sophisticated, culturally assimilated Jew.

In 1964, I went to the South during "Freedom Summer" to defend blacks who had been deprived of their civil rights. But I did not go out of a sense of guilt. My great-grandfather did not own any slaves. He was himself a slave in Poland, as was my grandfather and father, until the latter two escaped to the United States. I went because it was the right thing to do.

The Jews whom I know want equality before the law for all, not preferential treatment for themselves or others. I believe that many executive directors of Jewish organizations have served too long in their current positions. They are more concerned with their own political agendas, rather than with representing their constituencies.

So it is particularly amusing for me to see Henry Siegman calling on a Beit Din, seeking justice not from his contemporary world, but from the Orthodox Jewish world — moving to the world of the "tallis" from his radical Upper West Side theology.

George Patrascu

Hisssssssssss honors!

Ed, Dave trade verbal volleys

By RUTH LANDA

Daily News Staff Writer

The verbal slugfest between Mayor Dinkins and mayor-turned-commentator Ed Koch escalated yesterday as Dinkins renewed criticism of his predecessor, and Koch called Dinkins a "failure."

Dinkins, interviewed live on WNBC-TV's "News Forum," blamed some of the city's fiscal woes on actions taken during Koch's tenure — "such as adding some 50,000 people" to the city payroll between 1981 and 1988.

Dinkins also slammed Koch for lobbying against the Kennedy-Hawkins civil rights bill.

The mayor added that Koch, who met recently with the President and vice president in Washington, "might have gone down there and said, 'Mr. President, you ought to sign the Brady Bill

because children are dying in our streets.' He might have said, 'Mr. President, of all the money across the land, taxpayers' money, we spend 25% for defense, 9% for savings and loans, and only 1% is reinvested in cities and towns.'"

Ed rips right back

Koch, contacted later by phone, blasted Dinkins' criticism as "a sham."

"He's trying to deflect the fact that he's been a failure as mayor, and blame it on other people," Koch said in a telephone interview.

Contending that Dinkins' overall approval rating is an "unheard of" 22%, Koch said, "He demonstrated he's a captive of the unions and he can't make timely decisions."

Koch also said, "Over a five-year period we added 52,000 people to the rolls, primarily in education and cops and correction officers and caseworkers for molested children. We could afford to pay for them."

"What is most important is (Dinkins) kept them on the payroll. After he came in, he ordered another 5,200 hired. We could pay for ours; he couldn't pay for his."

Dinkins was not immediately available for comment on Koch's latest remarks.

Koch, now a print and radio commentator, has taken swipes at Dinkins for months. But Dinkins has refrained from criticizing Koch, until recently.

Defending his own performance and plans to close a \$3.5 billion budget gap, Dinkins has said Koch administration actions contributed to today's fiscal problems.

"Fifty per cent is the economy — any mayor would have



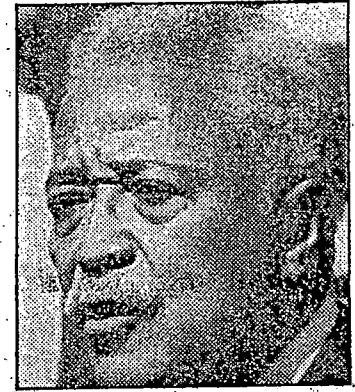
Former Mayor Ed Koch

been stuck with that economy," Koch said yesterday, adding that Dinkins compounded the problem by giving "over \$1 billion in salary increases" to city workers and failing to impose a hiring freeze when he took office.

Koch also dismissed as "silly" Dinkins' suggestion that he should have used "five or 10 minutes ... chatting with the President" to lobby for the Brady gun-control bill.

Koch said he was in Washington to lobby against the rights bill, which, he said, "encourages racial quotas."

"I have a right to be opposed to it," Koch said. "Or does David Dinkins want to



Mayor Dinkins

impose the concept of political correctness on me?"

In the televised interview Dinkins noted that while other former mayors had privately called him with helpful advice, Koch has broken long-time tradition by commenting publicly on his successor's performance.

"I assume he sees himself as having an obligation to speak out as a journalist and columnist," Dinkins said. "So what I do is try not to respond to him any more than I do to any other columnist." He said he was speaking up now, however, so the public understands the roots of the budget crisis.

Bush Defends Stand On Economic Policy

By a WALL STREET JOURNAL Staff Reporter

WASHINGTON — President Bush defended his decision to delay offering new economic plans by saying he would use the rest of the year to "repackage" his proposals now on Capitol Hill and demand that Congress pass them in 1992.

"What we've got to do now is use this time to gather up our position on all of these things, repackage, maybe add to it, be concerned about this economy," Mr. Bush said in one of several television inter-

views. "Then, with the whole nation watching, when the Congress comes back, say . . . let's lay politics aside now for a little bit, even in an election year, and try to get something done that will help the people that are hurting."

NEWSDAY, FRIDAY, NOVEMBER 29, 1991

Bush Blames Congress For Economy

COMBINED NEWS SERVICES

Washington — In a speech filled with references to families struggling through tough times, President George Bush yesterday blamed Congress for failing to enact his longstanding economic proposals — capital gains tax cuts, bank reforms and cuts in health-care costs.

"These proposals would let Americans do more, produce more, dream more, dare more. They would create more jobs — good jobs — for American workers," Bush said in the traditional presidential Thanksgiving message from Camp David, Md.

Bush said he would wait to offer specific ideas until he gives his State of the Union address in late January. "I will ask Congress to lay aside election-year politics at least long enough to enact a common-sense series of economic growth measures," he said.

Democrats and some Republicans have recently accused Bush of failing to provide leadership for a nation struggling to emerge from recession.

"Congress left town after a particularly bitter session," Bush said, the morning after Congress adjourned for the year. "We now have a few weeks in which elected officials can cool off and hear from the people they serve."

The House Ways and Means Committee opens a series of hearings next week on rival Republican and Democratic tax-cut plans to stimulate the economy.

Bush, expected to declare official candidacy for re-election early next year, talked of the letters of pain he's been getting from people thrown out of work. "I am concerned," he said, "and I want to help. I know that for a person out of a job, the unemployment rate is 100 percent."

THE NEW YORK TIMES METRO

THURSDAY, NOVEMBER 28, 1991

Dinkins Has a Meeting With the President

Mayor David N. Dinkins met with President Bush at the White House yesterday. The Mayor said later that they discussed the plight of Haitian refugees, the volume of AIDS cases in New York City and why the Mayor believes that major cities need more Federal aid.

"I pointed out to him, as go the cities, so goes the country," Mr. Dinkins said, adding that the President did not disagree. But Mr. Dinkins noted that Mr. Bush did not agree, either.

NB. When I have addressed my first administrative and judicial complaints, I did not realize that I was a pioneer, that I was alone against a system of work, against almost everybody.

I apologize for my repeated complaints, for the situation created.

I cannot obtain employment without help. I am confident.

G. Patrascu



December 2, 1991

Mr. John Sununu
White House Chief of Staff
White House - 1600 Pennsylvania Avenue N.W.
Washington, D.C. 20500

NAN
Dear Mr. Sununu,

My name is Heather Abbott. I live in Winchester, New Hampshire and am a fifth grade honor student at St. Joseph School in Keene. I know you are very busy but I would like to take just a minute of your time to tell you about an honor I have been given. Each year one outstanding dance studio from each state is selected to take part in the Dance Excellence Dance Festival and National Competition Boards. This year the Kathy Blake Dance Studio in Amherst has been selected to represent the State of New Hampshire in California next March. I am a student of classical ballet and have been given the honor of representing New Hampshire in the Classical Ballet competition, solo performance, junior division.

New Hampshire will be sending a team of 16 girls to compete in the various disciplines. To raise the money we need to fly to California and stay for the 6 days we have been selling coffee, candy bars and other things. We are all working hard and our parents are helping us by organizing different fund-raising activities. We know that we may not be able to raise all the money ourselves so we are asking the business people and corporations for help as well as private citizens. The reason I am writing to you is that I was wondering if you would be willing to make a contribution to the New Hampshire team. I know that New Hampshire is your home state and that sometimes you help in other fund-raising activities.

Performing arts are a very important part of our culture and sometimes good training in the arts is hard to get to in New Hampshire. We are very lucky to have studios like Kathy Blake's so that kids like me, who can't get to the schools like SAB in New York or Boston Ballet School, can still get really good training right here in our own state. So I am enclosing a sponsor sheet and ask that if you can, please make a tax-deductible contribution to the New Hampshire team. Your contribution can make a real difference and it will be greatly appreciated by all of us.

I hope you have a happy holiday season!!!

Sincerely,



Heather E. Abbott



1992

DANCE EXCELLENCE

SPONSORSHIP

Please accept a donation from:

in the amount of _____ to help to defray the cost
in sending the dance team from Kathy Blake Dance Theatre of
Amherst, N.H. to represent the State of New Hampshire at the annual
Dance Excellence national dance festival.

____ Please check here if a confirmation receipt is required

PLEASE MAKE CHECKS PAYABLE TO:

Kathy Blake Dance Theatre
c/o 1992 Dance Excellence
Northwood Square
31 Old Nashua Road
Suite #2
Amherst, N.H. 03031



Miss Heather Abbott
36 Wedgewood Drive
Winchester, NH 03470



John Sununu
White House Chief of Staff
White House - 1600 Pennsylvania Avenue N.W.
Washington, DC 20500

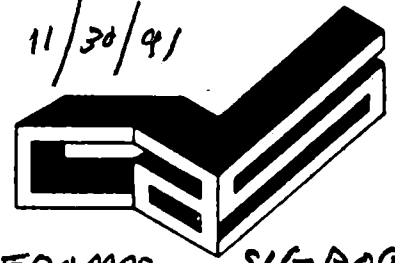


CARPENTRY

DRYWALL

MILLWORK

11/30/91



NAN

DEAR CHIEF OF STAFF MR. SUNVNU,

PLEASE FIND ENCLOSED MY LETTER FROMM SIG ROGICH
DATED JANUARY 14, 1991 CONCERNING MY IDEAS ABOUT
MY PROJECT "LET FREEDOM RING".

THIS IS A POWERFUL NATIONAL THEME OF UNITY
THAT MAKES AMERICANS - ALL AMERICANS PROUD OF
THEIR COMMON HERITAGE AND SHOULD BE USED BY
THE REPUBLICAN PARTY FOR THE REELECTION OF
PRESIDENT BUSH. THIS SHOULD BE A MAJOR THEME
AT THE REPUBLICAN NATIONAL CONVENTION. IT WILL
BE A POSITIVE AND WONDERFUL ASSOCIATION
WITH ALL VOTERS THROUGHOUT AMERICA TO EXPRESS
THE GLORY OF OUR COMMON HERITAGE, THE GREAT
MORAL DOCUMENTS OF AMERICAN FREEDOM.
PLEASE NOTE THE ARTICLE I HAVE ENCLOSED FROM
THE NEW YORK POST. THIS TRUE ALL OVER THE
COUNTRY THE VAST MAJORITY OF AMERICANS ARE
PROUD OF OUR COMMON HERITAGE AND ARE ASKING
FOR LEADERSHIP THAT EXPRESSES THESE GREAT MORAL
IDEAS OF FREEDOM, AS EXPRESSED BY THE
REPUBLICAN PARTY.

"LET FREEDOM RING" CAN MAKE A SUBSTANTIAL
CONTRIBUTION TO THE REELECTION OF PRESIDENT
BUSH.

I AM AN ARTIST FROM YALE UNIVERSITY WITH A
MASTER'S DEGREE IN THE FINE ARTS, LIVING IN
MANHATTAN, JEWISH AND A CONSERVATIVE REPUBLICAN
MY ART IMAGES EXPRESS "LET FREEDOM RING",
SCORE CARPENTRY

II

THAT HONORS AMERICA AND THE GREAT MORAL
VALUES OF THE DOCUMENTS OF AMERICAN FREEDOM,

MY PROJECT "LET FREEDOM RING" TO ESTABLISH
A NEW AMERICAN CULTURAL REALITY, "A
NEW AMERICAN ART MOVEMENT FOR
THE 90s" "LET FREEDOM RING" AND AS WELL
AS IN GLOBAL ACTIVITIES. SO THAT IN 1992
THE 500th ANNIVERSARY OF THE FOUNDING
OF AMERICA THE BIRTH OF FREEDOM, THE
AMERICAN PRESIDENTIAL ELECTIONS WE
PROJECT THIS NEW IMAGERY IN ART
AND IN ARTS-IN-EDUCATION - ONE OF POSITIVE
GROWTH THAT HONORS AMERICA IN
AMERICAN AND GLOBAL ART EDUCATION FOR
ALL THE WORLD'S CHILDREN AND IN AMERICAN
AND GLOBAL ART COMMUNITIES, AS A RESULT
OF OUR EFFORTS WE CAN PUBLISH BOOKS ON
ART AND ART EDUCATION, CULTURE OF THIS NEW
CULTURAL ART MOVEMENT "LET FREEDOM RING"
TO BE STUDIED FOR DECADES AND CENTURIES TO
COME.

TWO REQUEST I WOULD LIKE TO BE HIRED
BY THE WHITE HOUSE OR REPUBLICAN PARTY AS A
PRIVATE CONSULTANT TO RAPIDLY DEVELOP THIS
PROJECT IN TIME FOR THE CONVENTION,

SECOND I WOULD LIKE THE PARTY TO USE
MY ART AS A NATIONAL THEME "LET FREEDOM RING"
AT THE CONVENTION, POSTERS, SHOPPING BAGS, ETC.

SPOT ADS ON TELEVISION ETC,

MY ART HAS BEEN APPROVED BY
AMERICAN EDUCATION ARTS-IN-EDUCATION
PROJECT, "LET FREEDOM RING" SEE APPROVAL
LETTERS. I SUBMITTED AN APPLICATION TO
U.S.I.A. FOR GLOBAL ARTS-IN-EDUCATION.

I WOULD BE HAPPY TO COME TO
HOUSTON TEXAS TO DEVELOP "LET FREEDOM RING"
IN ARTS-IN-EDUCATION FOR CHILDREN OF
HOUSTON TEXAS, IN TIME FOR THE CONVENTION
WE COULD SHOW SPOT ADS OF CHILDREN LEARNING
THROUGH THE ARTS ABOUT THE GLORY OF OUR
COMMON HERITAGE, HONORING AMERICAN,

THIS WOULD BECOME A NATIONAL AND
INTERNATIONAL ART EDUCATION MODEL A NEW
GLOBAL CULTURAL ARTS-IN-EDUCATION REALITY

I WOULD BE HONORED TO BE HIRED AS
AN CONSULTANT TO THE REPUBLICAN PARTY.

MRS. BUSH HAS MY ARTS COES, SECRETARY
OF DEFENSE DICK CHENEY, YOUR ASSISTANT
SIG ROGUCH AND THE NATIONAL COMMITTEE
JEANNIE AUSTIN - PLEASE SEE LETTER FROM THE
CONVENTION,

THANK YOU FOR YOUR
CONSIDERATION,

Sincerely,
Michael J. Bennett

THE WHITE HOUSE
WASHINGTON

August 29, 1991

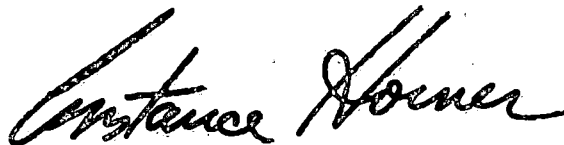
Dear Mr. Rapaport:

Thank you for your letter reiterating your interest in serving the Bush administration.

While the number of deserving and qualified individuals has far exceeded our projections of available positions, your credentials will be given serious consideration. Our office has noted your interest and will contact you when appropriate vacancies arise.

We deeply appreciate your continued interest and support of this Administration.

Sincerely,

A handwritten signature in cursive script that reads "Constance Horner". The signature is written in dark ink and is positioned above the printed name and title.

Constance Horner
Assistant to the President
and Director of Presidential Personnel

Mr. Richard J. Rapaport
215 East 68th Street
Apartment 4-0
New York, NY 10021

Office of the Republican Leader
United States House of Representatives
Washington, DC 20515

September 4, 1991

Mr. Richard J. Rapaport
215 East 68th Street
New York, NY 10021

Dear Mr. Rapaport:

Thank you for sending your Arts-in-Education project "Let Freedom Ring".

I am forwarding your proposal to Representative Jim Leach, who is the Secretary of the Congressional Arts Caucus. I am sure that he and his staff will be able to give a more insightful evaluation of your package, and you will be hearing from them shortly.

Again, thank you for taking the time to write.

Sincerely,

A handwritten signature in black ink, appearing to read "Bob Michel", written in a cursive style.

Bob Michel
Republican Leader

RHM:ks

1992 Republican National Convention

Houston, Texas

September 10, 1991

Mr. Richard Rapaport
215 East 68th Street
New York, New York 10021

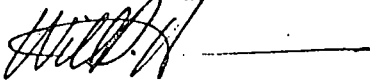
Dear Mr. Rapaport:

Jeanie Austin was kind enough to forward examples of your work to me. Thank you for your recent offer to provide artwork for sale during the 1992 Republican National Convention.

We are currently in the early planning stages of the Convention, and have not made any decisions regarding art sales. Your letter will remain on file and you will be contacted when the selection process begins.

Again, thank you for your interest in the 1992 Republican National Convention.

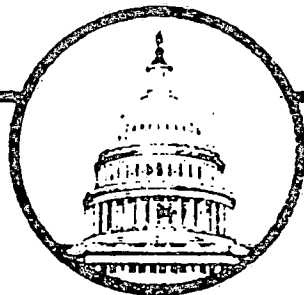
Sincerely,



William D. Harris
Convention Manager



1156 15th Street, N.W. • Suite 1016 • Washington, D.C. 20005
(202) 833-4431 • FAX: (202) 833-4542



Congressional Certificate of Appreciation

*"In grateful recognition of your commitment to President George Bush
and our armed services during the Persian Gulf crisis."*

This is to certify that

Mr. Richard J. Rappaport

*is hereby awarded this Congressional Certificate of Appreciation by the
Republican Membership of the U.S. House of Representatives.*

*Your generous financial support of the National Republican Congressional Committee is also
acknowledged herein as vitally important to America's future by helping to elect a Congress
that will unite behind President Bush as the leader of our nation:*

Certified this 24th day of May, 1991.

Bob Michel

Congressman Bob Michel
Republican House Leader



Guy Vander Jagt

Congressman Guy Vander Jagt
Chairman, NRCC



**REPUBLICAN PARTY PLATFORM
PLANNING COMMITTEE
AT LARGE DELEGATE**

DELEGATE NAME:

Mr R J Rapaport

ADDRESS:

215 East 68th Street #4-0
New York, NY 10021

REPRESENTING:

VOTING DISTRICT 013 IN NEW YORK, NY

DELEGATE IDENTIFICATION NUMBER:

698838 91N73

A TRIBUTE

BY RICHARD J. PAPAYANT

I pay tribute to America and its commitment to the pursuit of individual happiness, to the creative spirit of America which has dared embark upon an irreversible course toward richness of mind and belief in truth and human dignity, to the glorious voyage of freedom, heralded and nurtured by the sacred spirit of man, and to the self-organizing force of nature, always creating new dynamic forms of life and thought, nurtured by the spirit of love and freedom.

As we prepare to leave the cradle of our birth, planet earth, we sense the excitement of our evolutionary growth. Our voyage promises love and joy and profound new beginnings, infinite as the universe itself.

THE WHITE HOUSE

WASHINGTON

July 8, 1991

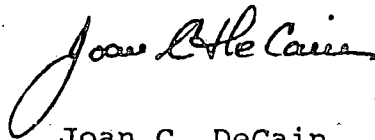
Dear Mr. Rapaport:

Thank you for sharing your letter to the President with Mrs. Bush. She appreciates your interest.

Your message has been forwarded to the appropriate White House office for review.

With best wishes,

Sincerely,

A handwritten signature in cursive script, reading "Joan C. DeCain".

Joan C. DeCain
Director of Correspondence
for Mrs. Bush

Mr. Richard J. Rapaport
Apartment 4-0
215 East 68th Street
New York, NY 10021

**United States
Information
Agency**

Washington, D.C. 20547



September 30, 1991

Mr. Richard J. Rapaport
Director
Centerline Arts
215 East 68th Street
Apt. 4-0
New York, NY 10021

Dear Mr. Rapaport:

Thank you for your proposal of August 30, 1991. The Office of Citizen Exchanges will be reviewing your proposal in the next couple of weeks.

I appreciate your interest in the activities of the United States Information Agency.

Sincerely,

A handwritten signature in cursive script, reading "Judith B. Fox".

Judith B. Fox
Director
Office of Citizen Exchanges

TOWARD A NEW ART CONSCIOUSNESS

BY RICHARD T. RAPAPORT

As we approach the 500th anniversary of the founding of America in 1992, we sense new growth, new opportunities and possibilities of global and universal dimensions facing the spirit of humanity. A new evolving world order, a new growth of human consciousness nurtured by the spirit of the arts to benefit human life is needed.

As the beautiful, delicate and colorful butterfly emerges toward new life and stands on the dawn of a new voyage of freedom and flies into a new space of form and content, so too humanity stands on the threshold of a new sunrise of freedom. A new awakening: ancient but always new song for people everywhere, " Let Freedom Ring ".

The celebration of the founding of America is a global celebration of the human spirit. The heart and soul of America holds high the torch of liberty. It is the soul of the living universe itself.

America, a land of all the people and nations on earth, is a land of hope, freedom and love. As we pause for a brief moment on the threshold of a new voyage of freedom let us carefully study and understand the great drama that forged a new form of principle to govern organized life to a new evolving world order, the great documents of America and freedom. The Declaration of Independence, The Constitution and The Bill of Rights are responsible. The process of this evolutionary drama has led us to a new world order. A deeply felt experience of respect for all life, to hope, to love, to build a better world in the pursuit of individual happiness. To create a democracy, for the people, by the people and of the people under freedom is a voyage of love based upon hope and freedom. In God we trust is the right of all humanity.

The global Arts community must pause also for a brief moment and perhaps rethink old cherished ideas. Just as the butterfly leaves its safe understanding of the order of life and dances off to find new worlds of life, so must the global arts community illuminate new understanding of feeling, truth and beauty in new uncharted worlds of space and form and content. Herein lies new opportunities for a new emerging world order. Humanity stands on the dawn of a new age, a living universe of hope and love and freedom beckoning us, calling to us to participate in the voyage of freedom.

The American Arts community can provide new insights to the cry of "Let Freedom Ring." It can in formal creative terms express new ideas in visual expression of the magnificent documents, ideas, words, symbols of humanity's cry for a world of hope, love, common decency, law, and the right to pray to one's own God under freedom. The American Arts community, through the creative expression of these symbols of the heart and soul of the universe itself, can help a new evolving world order, a new growth of human consciousness. The spirit of the Arts can provide evolutionary leadership to a new emerging voyage of freedom. A new harmony of the living spirit of beauty, truth, peace under freedom for all people as we leave, "The Peace of Earth," in a new voyage to the stars.



OFFICE OF THE CHANCELLOR

JOSEPH A. FERNANDEZ
CHANCELLOR

January 18, 1991

Mr. Richard Rappaport
215 East 68th Street
New York, New York 10021

Dear Mr. Rappaport,

Thank you for your letter of November 21, 1990 describing your interest in serving as a consultant for the development of your program "Let Freedom Ring." I understand that you have spoken and written to Renee Darvin, Director of Art and Dr. Paul Patane of the Art Unit, relative to this project.

Since you expressed interest in working with Community School District 2, it might be a good idea for you to contact the district directly. The Superintendent of District 2 is Mr. Anthony Alvarado, and his Coordinator of the Arts is Dr. Theda Palmer Head. Their address is 330 West 18th Street, New York, New York 10011 and the telephone number is (212) 337-8700.

Your concern for the education of the children of New York City is indeed appreciated.

Sincerely,

A handwritten signature in dark ink, appearing to read "Joe Fernandez", is written over a horizontal line.

Joseph A. Fernandez
Chancellor

JAF:aw

c: Nilda Soto Ruiz
Anthony Alvarado
Renee Darvin
Paul J. Patane

ANTHONY J. ALVARADO
Superintendent

COMMUNITY SCHOOL DISTRICT TWO
330 WEST 18th STREET
NEW YORK, N.Y. 10011
TELEPHONE (212) 337-8700
WRITER'S DIRECT # (212) 337- _____

March 8, 1991

Mr. Richard Rapaport
215 East 68th Street Apt. 4-D
New York, NY 10021

Dear Mr. Rapaport:

The meeting on February 26, 1991, was a great success. Anthony J. Alvarado, Ann Hochman and I are excited about the prospects of having you as a member of our partnership team in Community School District Two. The ideas that you shared with us were stimulating and almost "mind boggling". Seldom are educators given an opportunity to share in a dream that is "self-motivated".

You are certainly unique, you are going to give young people the opportunity to write, read, discover, think and feel through arts experiences. That's freedom. The creation of opportunity is a manifest of freedom. The process that the fortunate students of the newly formed East Side Middle School, the literary visual arts school, will go through will certainly give them a rare educational experience.

"Let Freedom Ring" will not only allow the students of the East Side Middle School to gain an interdisciplinary education, but one that is also multicultural in scope. American freedom has its roots in diversity with singleness of purpose: equality of all people. This is a timely and eternal theme. Thank you for being our supporter and advocate.

Ms. Hochman and I are willing to meet with you again whenever possible to discuss some of the financial and artistic needs of the school. If the school is to be the creative pilot center that you and I talked about last week with the Superintendent, we have a great deal of work to do.

Call me and we'll get moving in the direction needed for a successful school.

Sincerely,



Theda Palmer Head, Ph.D.
Community School District Two
Arts/Culture Coordinator

TPH:mc

APPROVED:



Anthony J. Alvarado,
Community Superintendent

THE WHITE HOUSE

WASHINGTON

January 14, 1991

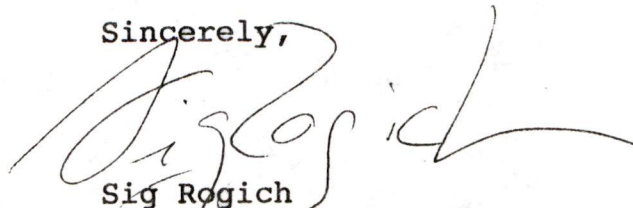
Dear Mr. Rapaport:

Governor Sununu passed along your exciting thoughts as they pertain to the proposed "Let Freedom Ring" project. We will certainly take your ideas under consideration as we approach July 4, 1992.

In the meantime, I have passed along your correspondence to our Scheduling Office. You may want to be in touch with them six to ten weeks before the event.

Many thanks for taking the time and trouble to write. All the best for a healthy and prosperous New Year.

Sincerely,

A handwritten signature in dark ink, appearing to read "Sig Rogich", written over the typed name.

Sig Rogich
Assistant to the President
for Public Events and Initiatives

Mr. Richard J. Rapaport
215 East 68th Street
Apartment 4-0
New York, New York 10021

cc: Governor Sununu
Presidential Scheduling

WHAT A WONDERFUL PROJECT "LET FREEDOM RING" THAT ILLUMINATES OUR COMMON HERITAGE, THAT HONORS AMERICA AND THE GREAT MORAL DOCUMENTS OF AMERICAN FREEDOM, THIS IS TRUE ALL OVER AMERICA AND THIS PROJECT MAKES AMERICANS PROUD OF BEING AMERICAN, WHAT A GREAT PRESIDENTIAL THEME TO REELECT THE PRESIDENT AND TO DEVELOP A NEW AMERICAN CULTURAL REALITY - A NEW AMERICAN ART MOVEMENT FOR THE 90s "LET FREEDOM RING". I WOULD BE HAPPY TO BE HIRED BY THE REPUBLICAN PARTY AS A PRIVATE CONSULTANT PLEASE LOOK INTO THIS FOR ME

NEW YORK POST, TUESDAY, NOVEMBER 26, 1991

POST FOCUS ON METRO NEW YORK

You're a turkey if you drive in tomorrow

Intrepid motorists planning to venture into Manhattan tomorrow are facing another of the city's gridlock-alert days. Nearly 1 million cars and trucks — about 100,000 more than usual — will enter Manhattan prior to the Thanksgiving holiday. Commuters and matinee theatergoers are being urged to use buses, subways and the Long Island and Metro-North railroads. "A subway can move over 1,500 people and a bus more than 60, making mass transit the logical way to get around," said Transit Authority President Alan Kiepper. About 230 agents will be patrolling the streets tomorrow to help keep traffic flowing.

Chris Oler

Cops: Mob loan shark executed in B'klyn

A Brooklyn man was shot to death execution-style as he sat in his car on a deserted street in the Sheepshead Bay section, police said. Henry Smurra, 52, of 5905 11th Ave., was slumped over the wheel of his red 1989 Lincoln Continental when police found him Sunday night in front of 2703 Emmons Ave. Police said a gunman wearing a ski mask approached Smurra's car shortly before 6:30 p.m. and blasted him several times with a 9mm semiautomatic. The gunman then fled on foot. Police have not yet established a motive, but said Smurra was known as a "low level" loan shark for the mob. Anyone with information is asked to call (718) 627-6639. All calls will be kept confidential.

Mike Koleniak

Help available to pay winter heat bills

Some 480,000 city households are expected to be eligible this year for a government program to help low-income families and senior citizens pay their heating bills during the cold weather, Mayor Dinkins said yesterday. The figure reflects a drop from last year's figure of 600,000, due to a revision of state eligibility rules, and a 40 percent cut in federal aid for the program nationwide, from \$1.6 billion to \$1.1 billion, officials said. Home Energy Assistance Program grants are automatic for people drawing public assistance, but others must apply for them. The city has set up 13 offices to handle applications and will use a "HEAP Swat Team" to carry the message to eligible households, said Gladys Carrion, head of the Community Development Agency.

AP

POLL: ED BOSS WRONG TO REWRITE HISTORY

By CHRIS McKENNA
Post Correspondent

ALBANY — Nearly three-fourths of New Yorkers think public-school history lessons should stress students' common American heritage, a new poll released yesterday found.

Those expressing that view include an overwhelming majority of blacks and Hispanics.

And nearly 90 percent of minorities believe it's the role of families — not public schools — to teach children about their ethnic and racial backgrounds, the poll by New York's biggest teachers union found.

Those findings were a direct repudiation of state Education Commissioner Thomas Sobol's efforts to rewrite New York's history curriculum to stress the contributions of minorities, said the head of New York State United Teachers, which commissioned the poll.

"This poll says we do not believe that we ought to sacrifice teaching about our common heritage to teach about our differences," said union vice president Antonio Cortese.

But Sobol said through a spokeswoman that his curriculum plan seeks to "teach more about our history to more of our

people." "We want to teach the common events of our history and also the diverse backgrounds," said Sobol spokeswoman Pat Keegan.

"We're not recommending trashing the traditions of Western cultures," she said.

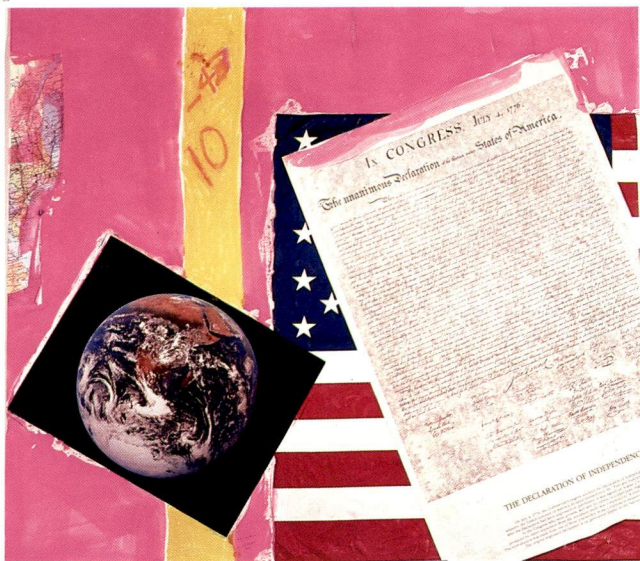
The statewide poll of 1,000 New Yorkers found that 70 percent think it's "very important" to stress common American heritage in history lessons.

Among blacks and Hispanics, that number rose even higher — to an overwhelming 89 percent and 87 percent, respectively, the poll found.



Riders fume over metal detector at MTA hearing

Straphangers fuming



IN THE BEGINNING—43 SECONDS



JULY 4, 1776

DEDICATED TO THE SPIRIT
OF
AMERICA

ART EXHIBITION

HOMAGE TO FREEDOM

By

RICHARD J. RAPAPORT

OPENING - 1990
ON VETERANS' DAY WEEKEND

Saturday, November 10th

12:00 Noon to 8:00 PM

Sunday, November 11th

12:00 Noon to 8:00 PM

215 East 68th Street

Apartment 4-O

The Home of the Artist

RSVP: (212) 737-0972

* YOU HAVE THE FULL BROCHURE
THANK YOU FOR YOUR HELP

NAN
November 24, 1991

Governor John Sununu
The White House
Washington, DC, 20500

Dear Governor Sununu:

Let me offer you a suggestion for one of the components of the President's economic policy--which has seemed awfully thin and skimpy. Have the President propose (and back up with real support) a program to sharply curtail both legal and illegal immigration to this country. This is an issue about which most Americans have a lot at stake and it is an issue on which the Democrats in Congress have a very bad record.

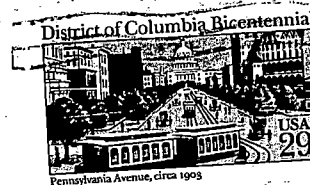
As you know, the President is taking a lot of heat for all the people winding up on the unemployment rolls. One of the more important reasons for this is the large number of aliens, both legal and illegal, who are taking jobs in this country. If even half of these latter could be sent home and the flow of the former curtailed, you would be creating an awful lot of jobs for Americans. Moreover, many of these jobs would go to inner city blacks who compete directly with many of these aliens for jobs. The President should be able to line up support from the Black Congressional Caucuses on this issue if matters are explained correctly. Finally, if you wanted to offset criticism of "being hard-hearted," you could include some increase in economic aid to countries like Mexico, El Salvador, Haiti and others that are sending large numbers of immigrants. More people would benefit in those countries from increased aid than from the privilege of a few of entering this country and taking jobs here.

A proper response to this issue would probably involve the following: (1) maintain and strictly enforce existing employer sanctions (which idiots like Kennedy and Hatch want to abolish); (2) increased appropriations for the Immigration and Naturalization Service to allow the Service to regain control of our borders (you could get some good campaign ad visuals from photos of places on the Texas and California borders where illegal immigrants stream across, dozens or hundreds at a time); (3) some increase in economic aid to countries from which the largest number of immigrants are coming and in which the economies are in the worst shape. It should not be hard to get large numbers of working class Americans (whose jobs are most in jeopardy) to rally behind the President if he pushes this issue.

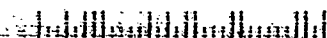
Sincerely yours,

Gerhard Lenski
Gerhard Lenski
404 Westwood Drive
Chapel Hill, NC, 27516

404 Westwood Drive
Chapel Hill, NC, 27516



Governor John Sununu
The White House
Washington, DC, 20500



NAN

Dear Mr. Sumner,

11-20-91

As chief of staff for the White House and a strong Pro-Life supporter, Thank God & Hope you advise all Republican Leaders and Candidates for office that any Wavering on this evil of abortion will Be disastrous to President Bush's reelection Bid in 1992. If they allow the "Pro-Choice" stance to be a part of their platform you will see former Democrats like myself Very unhappy and seriously thinking about voting Democrat! It was OBVIOUS in Pennsylvania that Mr. Thornburgh avoided the issue of abortion in a strong Pro-Life state and he paid for it! The economy being what it is and if both parties find abortion a choice the Democrats come up winners in 1992. I just hope you realize that President Bush and the Republican Party will be Losers if they play games with the strong Pro-Life voting block in this country, I know you will not let that happen.

Sincerely,

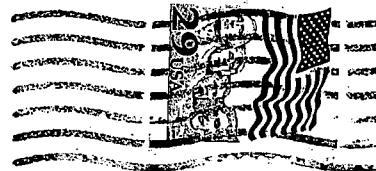
Bernard Kiernan + Family



Mrs. Bernard A. Kiernan
2411 6th St.
Fort Lee NJ
07024-7802



Mrs. Bernard A. Kiernan
2411 6th St.
Fort Lee NJ
07024-7802



Chief John Sununu
White House STAFF
Wash. D.C. # 20510

PAUL.A.MAYER

P.O.BOX 336

PINEHURST. NC.28374

NAN

22Nov 91

Dear Governor Sununu:

I realize that you are a very man, but some months ago, I sent you a paper which I called The Young America Plan. At that time, I did not send you annexes C and D which deal with the method of financing the plan, the manpower requirements and the guidelines for organization. These annexes are now available to you to see. You may not be aware, but I received NO acknowledgement whatsoever from your office for this paper.

Since I was advised to send the paper to you first, I feel honor bound to ask you if you wish me to send you Annexes C and D. I ask this because the group of senior retired executives and military officers which advised me to send the paper to you in the first place, have now suggested that I send the complete paper to four senators.

I am reluctant to do this without your permission, thus I would appreciate your reply.

yours sincerely Paul Mayer

P.S. over.

P.S. The plan was not necessarily formulated
as an answer to current problems but
rather as a possible plan for the
future. *py.*

1952-53
L. S. Brown
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GOVERNOR JOHN SUNUNU.

CHIEF OF STAFF

THE WHITE HOUSE.

1600 PENNSYLVANIA AVENUE

WASHINGTON . DC

NAN
November 25, 1991

Dear Mr. Sununu,

It's a poor state of affairs when the cartoonists have to speak for John F. Public, but the enclosed have more than one grain of salt.

It appears that President Bush needs some nitty, gritty input on the status of our country, as it is my belief we have another full-blown 1930's depression in place. (I know - I lived the '30s depression.)

We are trying to be cooperative citizens but when we read of the President's latest largess toward Russia relating "to feed their hungry", we are shouting, "Let charity begin" at home and feed our own hungry.

Why not send an older group out into the depressed areas to see first hand our travail; let President Bush learn the real facts, and then do something now to give us all some aid. Thank you for reading thus far,
Yours truly,

Mrs. Dorothy E. Johnston

235 SOUTH LYON #50

Hemet, CALIF. 92543



Dorothy E. Johnston
235 South Lyon Ave. #50
Hemet, Calif. 92543



PLEASE MAIL
EARLY FOR
CHRISTMAS



Mr. John Sununu
The White House
Washington, D. C. 20500

D. Blanchfield
1729 Meadow Lane
Lincoln, Ca.

11/23/91.
Lincoln, Ca.

NAN

Dear Mr. Sumner:

After listening to a very respected Economist on T.V. recently, name Larry Burkett, state That in just four years our National debt will have grown to where it will take all taxes raised by I.R.S. along with a hefty tax increase to just pay the National debt. The way ^{just} three Senators I read recently, have gotten thru non essential projects appropriated, each \$500,000 and up, it really looks like Pres. Bush should take Oliver North's advice and put a stop to all but necessary spending. John, our family think you are a real Dedicated American and that you should convey to Pres. Bush to take that road, even Old Sen. Dole is going hog wild. I am sure concerned people will give him credit for asserting himself and will forgive his caving in on the tax increase that the Democrats have used to harm him.

God Bless you & Pres.

Thank you

P.S. We thought you handled yourself in fine fashion in your

Public Tel. McNeil Lehner
program

Sincerely,
Daniel Blanchfield

Outrageous federal spending

By Oliver North

One year has passed since passage of the disgraceful "budget agreement" between Congress and the White House. Let's survey the wreckage.

The American people were hit with the largest tax increase in history, \$167 billion over five years. Federal spending has since exploded and is also setting records for rate of growth. Spending went up a staggering 11 percent this year even though the economy has been shrinking. Indeed, government spending right now is growing five times faster than it did under Ronald Reagan and three times faster than even under Jimmy Carter.

Meanwhile, deficits, which the budget agreement and the tax increases were supposed to correct, are also setting new records. We nearly hit the \$300 billion deficit mark this year for the first time, and many economists now predict next year's budget deficit will reach \$400 billion. Blame the budget agreement, which scrapped the Gramm-Rudman deficit reduction law, for the appalling deficits.

Gramm-Rudman provided the only genuine restraint on government spending. Passed under Ronald Reagan in 1985, the measure required that the federal budget be balanced by 1993, and imposed across-the-board, automatic spending cuts if Congress failed to restrain spending on its own.

Consider these facts. When the Gramm-Rudman law took effect in 1986, the annual budget deficit was a huge \$221 billion. By 1990, the deficit had been cut to \$124 billion, because of spending discipline imposed on Congress by Gramm-Rudman. But then the law was jettisoned in favor of the 1990 "budget agreement."

If Gramm-Rudman were still in effect, the maximum deficit allowed in 1991 would be \$64 billion instead of the nearly \$300 billion deficit we have this year. If the Gramm-Rudman targets were not met, across-the-board, automatic spending cuts would go into effect. Instead, the national debt is now \$3.5 TRILLION — which represents a mortgage of over \$50,000 for every taxpayer.

Right now we are paying about \$260 billion a year in interest alone to service this debt — or nearly what we pay for national defense. And this is with the government paying an interest rate of a little over 6 percent.

That's the direction we're heading unless President Bush takes immediate corrective action. First, he should fire Budget Director Richard Darman, the main architect of the disastrous "budget agreement." President Bush should then go on national television and say something like this:

"I made a mistake when I broke my campaign pledge never to raise taxes. I believed Congress would keep its end of the bargain to control spending. I was wrong. Instead, Congress used the new tax revenue to go on a wild spending spree, just as they always have in the past..."

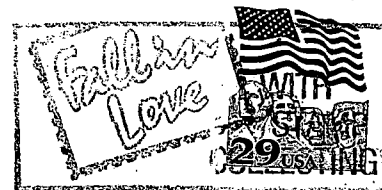
President Bush should call on Congress to repeal all tax increases passed as part of the 1990 budget agreement to get the economy growing again. He should announce an immediate freeze on all federal spending and use his veto power to enforce it.

Ronald Reagan taught us that the path to prosperity was lower taxes and spending restraint. The 1990 budget agreement taught us that higher taxes and more government spending is the road to serfdom.

Oliver North is a syndicated columnist. His views are not necessarily those of The Union.



DAN BLANCHFIELD
1729 MEADOW LN
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John Sununu (Pres. Adviser)
White House

Washington, D.C.
20500

December 3, 1991

NAN
John Sununu
White House Chief of Staff
Washington, D.C.

Mr. Sununu,

I am sorry you are resigning as Chief of Staff. I just heard it on the 10:00 pm news. I think it's all so ridiculous. Believe me, I hate government waste as much or more than most, but everyone has just gone off the deep end criticizing you for what seems to me to be totally insignificant and trivial things.

Heavens, as Chief of Staff, surely you deserve a few perks with the job. Even a newly hired airline mechanic gets free air travel for his family. I have always sort of despised Republicans, and voted Democrat, but I had to write and tell you I am outraged that really important inequities are overlooked while such minor and unimportant things are made into the case of the century.

I cringe when I hear you referred to as a leader of conservative Republicans, but listening to you on the news and seeing how "big" you are about all this, makes me wish you were running for President. I suppose you have just had too much bad press. That's too bad, I really get a sense that you are real and the only politician, I've seen who seems honest. Who cares if you used a limo to run an errand, or flew your family somewhere. I don't. I am a 38-year old, divorced, single mother (of a terrific three-year old boy), and a full-time college student. I have been unable to find full-time work that pays over \$4 an hour since my divorce in 1989, and have been receiving Aid to Dependent Children (Welfare) since that time.

Naturally, I hope to get off of Welfare and back into the work force, hopefully with a degree and a chance to earn enough to actually live on, and I really hate to hear about the billions spent wastefully, etc., but I definitely feel you have been very consciously and unfairly targeted just to make someone a target.

I have two research papers I need to write in the next 30 hours, and I am tired and not being very articulate, but the news just made me mad. I like your style and hope you do well in your next position. I am sure you have no doubts. This all reminds me of the French Revolution! The dollar amounts are totally laughable. Free travel should be part of the job, and more energy should be spent cutting "real" waste elsewhere.

Good Luck,

Kayla Holler

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P.O. Box 203
Canton, Kansas 67428

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Canton, IS 67428



John Sununu
Presidential Chief of Staff
The White House
Washington, D.C.



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December 5, 1991

Governor John Sununu
White House
Washington, D.C. 20500

Dear John:

I'm concerned for our country and happen to believe that you are part of the solution. I don't believe that there are many individuals in government who have the strength and irreverence to do what will need to be done over the next few years. I also believe that I could be extremely helpful to you in helping to diminish some of the conflicts you seem to create simply by being who you are.

I have had very good success in working with business leaders who were probably too bright for the organizations they represented. What often looks like arrogance is a clear mind which sees so far beyond the obvious that there is little patience for those who can not keep up.

Unfortunately, you have to operate with the rest of the world to be effective. Wherever you find yourself, I am afraid you will struggle with people's inability to accept or even understand you. It may not be as visible as it is in your current situation, but their lack of receptivity will continue to keep you from achieving the greatest potential you have to offer the world.

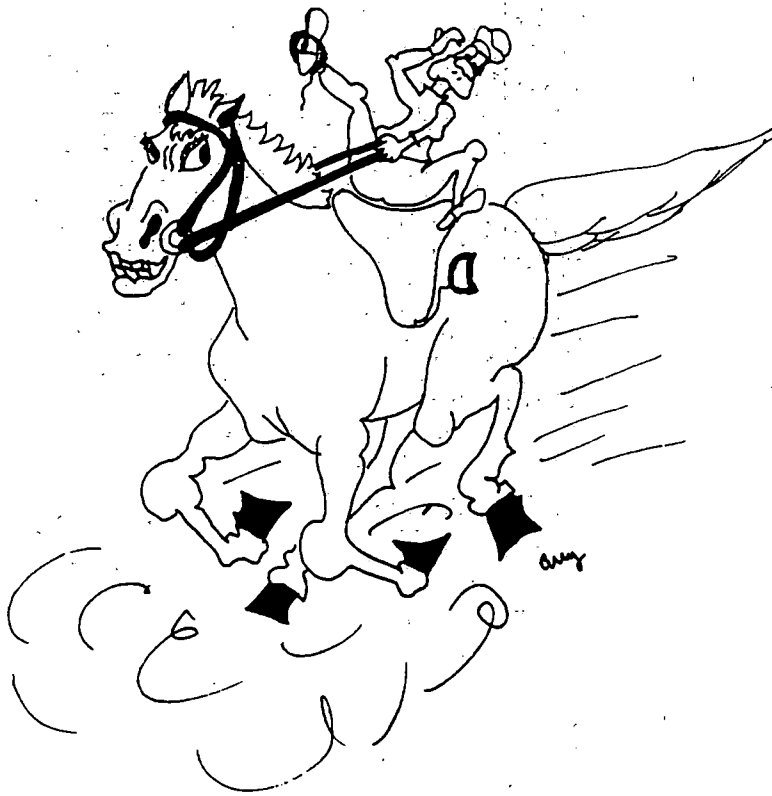
I am sending a manuscript I have put together for my clients to help them think through their responses in stressful situations. It represents the philosophy I work from. It is not for weak people, nor is it as simplistic as it may first appear.

I have literally been able to help change career directions for some of my clients who had alienated themselves from their organizations. It also can happen relatively quickly if timing is leveraged. I'd like to help! You are too important to our future, wherever you go. If you are at all interested, what would you have to lose by spending an hour with me?

Sincerely,

Toni Harlan-Evans

Toni Harlan-Evans



THE ART OF NEGOTIATING:

FROM THE MOUTH OF A HORSE!

A HANDBOOK FOR COMMUNICATING IN TODAY'S WORLD

Copyright 1991
Toni Harlan-Evans

PREFACE

I am an optimist. I believe that life was meant to be good and enjoyable. I believe that the results we create with all of our choices and interactions, reflect how well we are negotiating life. As I look at the evidence of our collective choices, the evidence would seem to indicate that we're missing something. Perhaps all of the environmental, health, economic, and educational crises are simply symptoms of the flaws in our thinking and beliefs.

I believe that our tendencies toward wrong thinking are amplified in business because of the intense pressure we find ourselves under to meet the expectations of others. Perhaps that makes our business lives a form of a test to see how well we understand the lessons. If results are a measure of our effectiveness, it would seem that there is plenty of indication that we could improve.

If we repeatedly flunk the test, perhaps we need to go back to school. As we have attempted to manipulate and control events to our specifications, we have not seemed to have improved upon our lives and the quality of the interactions we have with others. Life is not more fun, it is not more peaceful, and it is certainly not more secure as a result of our clever manipulation of people and technology.

There are answers for us within nature. That is the intent of this book. With the aid of the analogies I have discovered in the work I have done with horses, I would like to offer some alternative ways of the thinking. What works in nature, usually holds true in our interactions with people. Somehow nature simplifies so we can see more clearly. The test of our courage comes in the decision to try to apply it to 'reality'. To do so we may need to let go of some beliefs that have formed from a way of thinking that is not getting us the results we want. If your life is working perfectly and you have perfect relationships with everyone you connect with, you probably already understand the concepts here. If not, then I will guarantee that you will find some of the concepts too simplistic for your world. If so, trash them and keep the ones that work for you. I'd suggest however, that even if some of the ideas seem idealistic, you find a way to test them where you feel safe. You may be surprised.

Animals are wonderful teachers. In their simplicity, they have much to offer. I have ridden horses all of my life. It is the most adaptable sport I know for letting the enthusiast believe that they have achieved some sort of competence. This particular sport has the uncanny characteristic of setting the rider up to believe that they are finally mastering a technique, only to immediately raise the stakes. From a feeling of competency, one can expect to soon feel the frustration of being again a beginner at something which you have spent a good portion of your time, energy and probably emotional well being, attempting to perfect.

The variable which creates this unsettling dynamic is undoubtedly the horse itself. It is an unpredictable element, predisposed to all sorts of moods, muscle aches, and needs (remind you of any humans you know?)-often indiscernible to the average, technically skilled, rider. One never achieves perfection. Since the typical American character, used to gaining quick results, would find this frustrating, I recommend two options:(1).Learn to listen to the world differently (2). choose another sport.

I have often commented on the similarities of the sport to what was going on in my life, both professionally and personally. When my trainer would chastise me for pushing too hard, sure enough, I would look at some unresolved issue and find the need to back off. I began to look at the sport as my mirror. I had the good fortune to work with two trainers who truly understand the art of "listening" to the horse. They were quite clear with me when I was "off". They lacked compassion for my difficulties, since it was always an outcome of my lack of paying attention to what the horse was saying to me.

In our interactions with people, the problem is the same. If we are to be true student of the art of negotiating life, we must take responsibility for the outcome. The good news is that we have much more control of the whole outcome than most of us allow. The bad news is that you will never really perfect the art. To improve, you need to begin reflecting on your results as a mirror of your own lack of understanding of the beast you are trying to tame.

I am fortunate to have worked with people with a deeper understanding of what I was trying to achieve. I take them seriously. They teach beyond skill and technique. Perhaps you will find in this book, a philosophy which will help you "up the odds" for success in your dealings with people. The techniques are offered as a result of my work with people at their subconscious level. The knowledge of the clues in subliminal communication may help, but the true 'aids' contained in this document must come from your willingness to accept responsibility.

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THE SET UP

In each of the following chapters, you will be given a rather new perspective on the communicating process. Each chapter is a different way of looking at the continuous dynamic of creating a successful outcome for the time you spend in negotiations with people and ideas. 'Negotiations', for our purposes here, will take on the broad context of the human interactions we must go through every day to create change in a positive direction. These interactions refer to our internal as well as external contests.

We will use the analogy of horse and rider to create a frame of understanding of the natural laws that govern all things. Assume that all interactions are governed by the laws of quantum physics. For every action you take, you create a series of reactions that are inter-related. If the results around you do not appeal to your sense of flow and beauty, then you must seek a path which allows you to create a different response. Each result must be measured against a picture of what the result would be if it were perfect, and you must assume that you are responsible for the substance of that result.

You are the rider. If the horse is not doing what you want it to do, you will need to creatively look for other ways to get through to a rather thick-headed beast. Assume that those you deal with are no more responsible for the outcome than the symbolic horse. You must think for yourself as well as the animal you are trying to tame. Blaming the horse for its lack of cooperation may make you feel better, but it won't help you get the outcome you want. A skillful rider can make almost any horse look good, as a skillful communicator can make almost any situation "work".

Throughout the book, we will ask you to think about what the result would look like if it is flowing in nature. This means it should come easily and smoothly as opposed to a result that you have to force. You are the creator of the results. Your task is to work at better understanding the quirks of the particular horse you are riding in order to be more powerful in creating the "best" outcome.

Think of yourself as an artist with an objective of "mastering" the art of negotiation. To be a master, you will need to challenge yourself to work beneath the surface to search for the more subtle issues. Often what people tell you about what they want is not what they really mean.

You will also need to be sure that each decision you make or action you take is a movement toward the kind of world you would like to live in. As in the dynamics of quantum physics, where every reaction supposedly affects the whole, the implications of what you are creating may be more far reaching than you imagine.

For the purpose of making some of the principles more clear, the Stix family has been created. Their job is to portray many of the different dynamics that get set up by the different personalities we run into. Stories have been created about the three brothers and two sisters that make up the children in the family. These stories are designed to further clarify the points made in the content.

The family is made up of a diverse group of individuals all holding different occupations. The common bond (other than the family tie) is that they are all fairly introspective when it comes to trying to make their lives work more effectively and efficiently. When they get stuck they will often turn to each other, for often the right questions will make a roadblock suddenly disappear. As you read their stories you might find that it applies to something you are confronted with even now.

A SENSE OF VISION

If the rider does not have a clear sense of the picture of the 'finished' horse, many of the interim choices on the development of the horse may actually take the outcome further from the true intent of the training program. A picture which should actually reflect a oneness of horse and rider and a communication that is perfect in its nature, may be sabotaged in the struggle for control and the need to 'make' the horse conform to the frame the rider has in mind.

It is critical that the topic of vision come first in our quest for improving the results we are creating with our choices. Unless we have clearly identified for ourselves what it would be like if it were perfect, we will have no frame of reference for measuring our results. We are highly likely to continue to do what we have been doing wrong. We will persist in focussing on short-term goals which give us an immediate sense of gratification, while ultimately sabotaging a long-term satisfaction. We will continue to ponder why it is somehow never enough.

This topic can be the truest test of a person's commitment to mastering the laws of nature in their interactions. The definition of vision used here will ask us to redefine the whole meaning of success based on outcomes that do not necessarily serve our own or our organization's apparent goals.

The concept of Vision is often misunderstood as a need to create goals which reflect a direction with payoffs in financial terms or political success. The vision might be expressed as a new market direction, or a statement of place in the business or world community. These goals appear to be reflective of a long-term direction for an organization, country or unit. If examined closely, however, they will show a simple expansion of short term thinking.

This is subtle. What is the ultimate objective of creating a vision? Unless the vision states a reason to exist or a purpose for being in the world, it falls short of a true Vision. Anything less will continue to fall into someone's short-term sense of what will create "success". It could establish a sense of direction that gives people comfort that the leadership really does know where it is taking the organization. If the leadership has chosen the wrong direction, however, it could do just the opposite. Rather than inspire confidence, this so called 'vision' could create a sense of erratic planning with no common theme. The public, employees, or stakeholders in the outcome would lose confidence.

Let me offer an example. If the objective of teaching a horse to move in a lateral direction is to build strength and balance for the more difficult exercises later on, then it makes no sense to push the horse past its readiness. Many riders will get caught up in the performance (show biz) in order to say "Now the horse is trained to do this." By pushing too hard and too fast, you may in fact destroy the muscles that you will need to use later in the 'finished' product. You get what you ask for in the short term, but at what cost? With any issue, a clear sense of why you are trying to accomplish an objective may keep you from making costly mistakes.

As leaders, we have a responsibility to create a vision with a sense of a broader purpose in the work that we do. The purpose should not just define the right path to financial success or control. We must look at the issues of why the business or country or entity exists at all and define the organization as a vehicle to help create our vision of the world. Ultimately, given the global nature of our world, this vision identifying a broader reason for existence must provide the framework to operate.

Unfortunately, in creating our own sense of vision of the desired outcome, we often focus in much too tightly. By not being broad enough with an understanding of what we are trying to create and why, we sometimes diminish our flexibility for the long term and actually sabotage our own success.

The risks are apparent. If we define ourselves in this broad context, how do we insure success in the short term. This, is one of the challenges of mastery. If you are operating within the laws of nature, you can't! You can only operate from the assumption that all will work out as it is intended. Each step will tell you what the next one should be. That may mean that this organization will not operate in its present form in the future. Scary thought!

The problem is, any other approach does not work. To be sure of any vision described as a specific direction, it would be necessary to be an expert in so many areas that would never be totally predictable. You might make predictions based on what appears to be true today. These could easily change before any plan could be implemented. You can never be certain that your whatever research you have used to guess the future is conclusive enough to direct a firm policy stance.

This is a dynamic, interactive world. You can create a plan based on what you perceive to be true today. The very creation of the plan may set off changes in the reactions of others that make it invalid. Now you are creating the next plan to offset the responses to the first, and on it goes. The whole process could quickly get out of control. With current technology, there is no way anyone can predict with great accuracy, an outcome. Of course, trends can be identified which will up the odds. However, many of the type of decisions we speak of carry great responsibility. Given the number of rather unpredictable variables, would anyone want the responsibility of trying to predict the future? Is it really any wonder that our leaders appear to be frozen in inaction?

The laws of quantum physics actually predict this lack of control. Every action in the universe creates a reaction, as all elements are inter-related. We must learn to create visions that utilize this knowledge of the way things work, or we are working against the flow of nature. It is only a matter of time until the system breaks down.

So how do we do this? We must learn to create visions that deal with a 'feel' to the outcome as opposed to a direction. The direction is too elusive and not terribly predictable. Just as our finest business leaders believe that they have figured it out, an 'unrelated' event changes reality. An example is the enormous amount of resources the automobile companies have committed to responding to customer needs. Just as they come to the market with the right vehicles, the insurance and finance industries suffer major setbacks. Many predictable customers disappear because of their fear for the future of their retirement fund.

The challenge is to create a definition of purpose that serves us in all situations. A true vision will also identify a value that will motivate any employee. We must get clear on a universal purpose for our organization that flows from a concept of a peaceful productive world as opposed to a successful business or government. Successful gets redefined as an ability to positively influence world change with a 'letting go' of what is in it for me. Work takes on a more rewarding definition of self fulfillment and contribution to the whole. Remember, this is a vision. It is an idealistic reach toward a "feeling". The organization becomes a vehicle to create this vision of productive contribution to the whole.

As with the horse, you may find yourself needing to sacrifice some short term perfection in order to achieve the ultimate objective. It is a huge challenge to our egos to work towards something that is sometimes too vague to promise any immediate reward. The interesting perspective we often overlook is that perhaps, if we have chosen to follow the wrong, more specific vision in the interim, we may still lose the immediate rewards. By broadening our belief about the organization's purpose, we may have insured the flexibility in these fast changing times necessary to survive. Indeed, it is even more than that. We may have created the openness to continue to evolve in a way that would ultimately give more joy and create more peace in the course of doing our 'work'.

Let us take a look at an application of the definition of vision defined in this way.

Larry Stix

Larry was considered to be the wisest of the Stix family by all of his brothers and sisters. He had a different way of looking at problems that made the solutions obvious. His family was convinced that the reason he never married was because there weren't that many people who could look at themselves continuously with the honesty Larry demanded.

Larry wasn't punishing in his approach. It was simply that he was extremely skilled at asking questions that exposed a person's defenses and inappropriate thinking, as well as the potential destructiveness they might be causing.

Larry was a consultant. His clients were fiercely loyal, although you can imagine that not everyone wanted the clarity that he offered.

One of the topic areas Larry immersed himself in was to try to help his clients create Visions which would create more effective and healthy results. He was firmly convinced that if people were taught a different visioning process, not only would the world be a better place, but individuals would actually find their work more rewarding.

The difficulty was that most of his clients had been brought up in belief systems which placed more value on being right than in creating cohesive and flexible teams. In order to utilize his concepts, they had to trust that the results they achieved with his form of visioning would not make them less powerful. Only a few of Larry's clients had the courage to follow the vision he helped them create. They had not developed a frame of reference to support his way of thinking. Those brave enough to follow through with the visions he would help them create, learned that the world simply worked better when they did.

His favorite client was a politician named Don. Don was trying to make a difference in the way other Washington politicians went about their 'work'. He was convinced that the way people were operating was counterproductive to a healthy country. He saw a multitude of reasons for this but was looking for a common theme which would make it simpler. He was not prepared to believe that they were all self-serving and greedy. (Just a few of them!).

His most compelling concern was how his country was going about the negotiations with Japan. He was not sure what was wrong, but he knew that the two countries were important to each other's future and the situation was not improving in spite of an enormous amount of attention.

Don described a particular project which was a jointly televised debate on the trade issues between Americans and Japanese. This project had gone on for a number of years rather successfully from the American point of view. Seemingly, out of the blue, the other country had indicated they did not want to continue the project. The reason they gave for wanting to end the project was that the interaction had become very punishing. The rules of debate usually followed by the American team were much more aggressive and forceful than the normal Japanese style. The Japanese team felt at a disadvantage in the process since their social interactions were more low key than the way the Americans were used to operating.

The Americans involved were frustrated. They saw the telecast as successful in creating a forum in Japan for making the U.S.'s case regarding the trade laws.

"We don't even get the opportunity for a fair fight with these people," said Don. "We know we're right, but the logic of our approach never seems to change their mind."

Larry was not at all confused about what was wrong. There was a major flaw in terms of the American approach that created the impasse Don was describing. This was simply one example of the impasses that were occurring regularly in the breakdown of communications typical of the relationship.

"What is it that we want here?" asked Larry. "What are we trying to accomplish with these talks?"

"We want fairness in the trade laws. We'd like to make them realize that we are giving far more than we are getting in return. We hope that by hearing our perception of the events today, they will realize that they have to begin to cooperate with us."

"Have we made the kind of progress on the laws that we think we should be making, given the strength of our arguments?" asked Larry.

"Actually, no. We get what I would call minor progress given our view of the disparity. We could spend a lifetime trying to get close to what needs to happen in the next few years," replied Don.

"Perhaps we need to re-evaluate our objectives. Is our ultimate objective to 'win' each of these issues, or is it to build a long-term cooperative relationship with two countries who have so much to offer each other? If it is the latter, is our current approach to the individual issues going to help or hinder a real team approach to looking at the world? If we do not take a long-term look at what we want, we are very likely to make some progress on our immediate goals, while sabotaging a larger perspective of how we would like the world to be."

"Look at the debates as an example of what I mean. We may have won the points on every issue raised, but they were less open at the end of three years. Because we were working from a fraction of the appropriate vision, we got a fraction of the results we should be ultimately seeking. This of course presumes that we are wise enough to recognize that cooperation is healthier than the need to reassert our strength. What would have been more helpful than winning the debates, would have been to have created a relationship that had them championing a strong relationship with this country in their own spheres of influence. This is highly unlikely given that they were feeling beat up by our style."

"You realize that what you're asking is for America to redefine their whole way of looking at diplomacy?" asked Don. "To take the approach to defining our goals in the way that you suggest would ask us to see ourselves as facilitators of a team-building process as opposed to 'defenders' of our national rights. That's a bit much! Most of the people I know would be too afraid of letting go of control to do that whole-heartedly. Unfortunately, without a total commitment to that type of approach, it would create a sense of mistrust in those who have to deal with us. We would send too many mixed messages."

"True! But look around yourself. How many of those we interact with trust us now? Aren't we already sending those mixed messages? Do you feel more or less secure in the world today as compared to 20 years ago? Perhaps it's time to dare to operate from unconventional intentions. If we like what we are creating better than what we have created in the past, perhaps we will learn something. I personally would feel much better about a government or business that was operating from wisdom instead of force."

Unless we start with a vision of the ideal, we will never reach it. Unless our choices reflect a sense of a greater vision, we can hardly be surprised when our reality resembles our own fears. If our fear is that they will take something away from us, and in fact, it feels as though that has happened, how effective were we in fighting it anyway? If we start with the assumption that the goal is to make them our partner in creating a better world, we might actually begin to create that as a reality. Odds are certainly against it if we start by assuming that if we do not stop them, they will usurp our place in the world." Is that attitude truly working?

UNLESS YOU ARE OPERATING FROM A LARGE ENOUGH VISION, YOUR LIFE AND WORK WILL ALWAYS FALL SHORT OF THE INTERNAL EXPECTATION THAT WE HOLD OF LIFE. YOU WILL ALWAYS FEEL AS IF LIFE IS MISSING SOME MAGIC. THIS VISION DIRECTS YOUR CHOICES AND MAKES YOUR DECISIONS EASIER BECAUSE THERE IS NO NEED TO GUESS AT RESPONSES. YOU SIMPLY DO IT BECAUSE IT IS THE RIGHT THING TO DO. YOU ALLOW THE CONSEQUENCES TO DEFINE THEMSELVES RATHER THAN ATTEMPT TO PREDICT OUTCOMES.

Questions

Apply these questions to some actual issue that you are struggling with. The objective is to determine whether you are operating from a large enough sense of vision.

1. What is it that you want to have happen?
2. As you look at the answer to the above question, identify whether it is a SPECIFIC goal. Can you see it finished, complete?
3. If you can vision a completed form to the first question, then you will want to create a larger vision. A true vision has no completeness. It is like negotiating- you never achieve perfection.
4. What is the ideal 'feeling' of what you would like to achieve that would not only solve the immediate issue, but would make all similar issues disappear?
5. Does the vision you just described as the ideal, contribute to a better world in some way. Is it more or less the kind of world you would like to live in if it materializes?
6. Look at the choices of approach you have made or need to make. As you compare them to your larger vision, do they change? Do they become clearer in any way?
7. As you look at your vision, would those you need to deal with also see it as their own vision? Would they be able to 'buy in' to the outcome you seek? If not, you probably still need to take it 'bigger'.

THE FRAME

A rider who allows the trainer to do all of his thinking for him will never progress in his own skills. They will always allow someone else to make their decisions for them and not take responsibility for the results they have created. In order to learn how to be a thinking rider, you must establish a relationship with your trainers that gives you the freedom to be creative.

A critical step to true control of the negotiating process is managing those influences which try to control our response before we get to the actual interaction of the negotiation. To do this we need to become clear about where we may be giving up our own power at home. To be really free to create the ultimate result, we are responsible for the awareness and management of the obstacles to results created by our own team.

Often, because an individual is not 'sitting' on the horse, they lack a certain feel for the situation that might adjust the program. Many of those who influence our choices have never sat on the horse we are attempting to tame. Unless the negotiator takes the risk to think for themselves, a chronic problem that only the rider can feel, may never be resolved.

We must become aware of, and find solutions to, our over-controlling "trainers". Are there individuals who are not in the saddle with us, who are tying our hands and asking us not to think for ourselves? Check your situation carefully. Who is telling you how to think? To what extent have you lost your will to create? Often it is so subtle that we are not even aware of how much we are being controlled by others.

Some possibilities:

- Board of directors
- stockholders
- bosses
- constituents
- family and others who are only concerned with your welfare
- peers

A major factor in the success of the great negotiators is their ability to "feel" their way through a situation. The more we are focussing on our "trainers", the more we tune out the information flow from the horse as he tries to tell us what he needs.

The first step is to look at the choices you are making and identify how much they are influenced by others' opinions as opposed to your own. Examine unresolved issues and ask whether you feel the freedom to solve the problem in the way you see fit. Are there things that need to be fixed that do not even get addressed because of something that probably won't get approved? The dilemma, once you have recognized the interfering noise, is to find an effective, but polite, way to tell your "trainers" to back off!

The art comes in not actually creating more constraints by reacting inappropriately. You probably still need the person or you would not have allowed them to influence you initially. If you tell them to "take a hike", have you really served your purpose? The win is probably temporary.

The skilled negotiators understand that ultimately they are always responsible for the outcome. In acknowledging and taking that responsibility, there is only one way to do so appropriately. Think in terms of the long-term implications of your choices and keep your focus on creating the appropriate results. This means results for your company, organization, or country. It does not, necessarily mean results for you in the short-term.

This will have costs which need to be considered. It may not look as pretty or be as popular in the short term. You may sacrifice some of your immediate personal goals to be responsible. (Remember that you are reading this with an objective to be the best.) You must decide who you want to be and how much risk you are prepared to take to get there! Sometimes correcting the horse takes some trial and error that may appear inept from the ground. Unless you are able to feel your way through a problem, critical steps may be missed. If you find that you take all of your direction from outside of yourself, how could you possibly be "listening"?

Discovering that you have lost control is only part of the equation. Knowing why is even more important. Only there are the answers which will help us to regain the amount of autonomy we need to be effective.

Quite often we are not taking control because of some unspoken fear. It will be important to your process to recognize when you have lost control, and to then look for the subtle fear that may be holding you back. In a later chapter we will look at options for controlling the instinctive responses to perceived threats.

There are many tremendous pressures on the average CEO, manager, politician, or diplomat. The difference between mastery and technical skill, lies in the outcome. The intent of this chapter is simply to help gain clarity on who is inhibiting you and what the liabilities of taking control vs. not taking control may represent.

The real choice is to decide whether you want to ride this horse or be ridden. Once you make a conscious decision to gain control, you must take the risk involved in creating your vision of mastery. Know that to be a master at anything, there will be courageous moves required. If it were easy, there would be more masters.

YOU MUST DETERMINE A WAY TO CREATE AN OPENNESS AND TRUST ON THE PART OF YOUR 'TRAINERS' TO LET YOU DO WHAT NEEDS TO BE DONE-IMAGINE WHAT GENERATES THEIR NEED TO CONTROL AND FIND A WAY TO DIMINISH THEIR NEED.

Harry Stix

Harry was the head of a division for a large manufacturing company. He was extremely frustrated. The industry was experiencing some very tough times and it did not seem that things were going to get better in a hurry. Harry had worked very hard over the last few years to build a strong internal team. They had finally put together a product line that had the potential to regain some of the ground they had lost to the competition over the last 10 years.

Because of the tough times, the corporation was asking for a 25% reduction in salaried workforce across the entire organization. Here he was with the right product in a tough market, and instead of increasing his sales force, he would have to cut them along with the rest of the team. The sales force was already maxed out. They had spent the last three years pushing too much inventory into an overspent distribution network than was not selling enough product to meet their overhead costs.

Harry was angry at the organization's lack of foresight. With the right product, now was the time to expand. It was hardly fair that his organization would pay the price for the failures of the rest of the industry. His advertising budget was also being cut to reduce the overall cost of the product. All training and development of his people had stopped long ago. The corporation had determined what costs should be cut and he now had to enforce their plan.

He felt helpless. There was nothing he could do. He tried to indicate that he felt that there must be a better way, but the corporation needed to react quickly in a way that would immediately affect the bottom line for the stockholders. He knew that if he were in a position of control, he would not let the pressure for quarterly results affect his choices. He would make the best decision for the good of the organization and ignore the stockholder anger. It was beyond his comprehension that the leadership of the organization had gotten so weak. He had worked directly for some of them in his early days after college. They had seemed so much stronger and sure of themselves then.

Harry had a date to play racquetball with his brother Larry. (Imagine two Stix playing racquetball!) Larry was a good listener and always followed Harry's career with interest. Because Harry was a little distracted, they finished up early and went out for coffee. Interesting how having something on your mind can spoil your game.

As Harry explained his concerns for his company, Larry took note of some possible blind spots for Harry. He had several questions to ask as Harry concluded.

His first question was what Harry intended to do about the problem. Harry did not hesitate, but responded that he intended to get his team together and ask for their help in implementation of the corporate direction.

Larry then asked Harry to identify what the leadership should do differently with the stockholders and the board. Harry was quite clear that they should stand up to the board and fight for the long-term needs of the company. The how to's were not quite so clear to Harry, but when Larry suggested that he look at it as if he were the board, he began to get a clearer picture.

"If I were the board, and you didn't want to meet my demands, I would need to see a very clear plan for alternative actions. I would want to see something I could believe in that I thought had a chance to succeed. I'd want to be excited about what you were doing because it clearly had a pay-off."

Larry asked if it was possible that the leadership had such a plan.

Harry was thoughtful. "They may have, but people are not exactly in a trusting mood. We have made so many bad judgements and cost the organization so much money that any plan they submitted would look a lot like what has already failed. Everyone is running scared and the only way they know how to measure results is with the almost immediate feedback of quarterly results. We make costly mistakes and then we go on as if nothing has happened. The only ones taking any risks around here are the stockholders and I guess I don't blame them for not being real open. Sometimes I think we act as if their pockets are endless."

"What would it look like if your leadership were willing to take risks?" Larry asked.

"I guess they'd have to believe enough in their plan to put their own jobs and income on the line along with the stockholder's."

"If they were willing to do that, do you think the board would allow leadership have a little more freedom to operate the company the way they thought would make the most difference?" asked Larry.

"I don't know if it would be enough, but if there were a good, solid plan and people were willing to take enormous personal risks throughout the organization, I guess they'd certainly be more open. They would have to have upped their odds significantly."

Larry was quiet for a few moments and then he looked at his brother and said, "I have one more question. I'm wondering why it should work any differently for you than for the leadership. Perhaps it doesn't really matter who finally takes responsibility and starts the process."

BE VERY CLEAR-WHEN YOU GIVE IN TO DESTRUCTIVE SHORT-TERM GOALS TO PROTECT YOUR OWN FEAR OF LOSS, YOU HAVE TAKEN PART IN CREATING THE LONG-TERM COSTS. YOU ARE EQUALLY RESPONSIBLE. YOU HAVE TAKEN THE EASIER PATH TO AVOID THE COSTS TO YOURSELF. YOU TOO HAVE BEEN DRIVEN BY A SHORT-TERM GOAL. YOU HAVE, IN EFFECT, SOLD YOUR SOUL!

Note: We will deal with the skills of regaining control as we identify the pieces of the negotiating process. We will also, as part of the process, deal with controlling our fears around the short term or potential long-term costs to giving in. The important thing now is to be Honest with yourself.

Questions

The intent of this section, is to give you an opportunity to examine your own situation. You will need something specific to focus on.

1. Look at your organization. Can you identify a major obstacle or a potential major problem to the future success of what you are trying to achieve?
2. As you look at it, imagine that you had total freedom to address this problem. What would you do?
3. What are you doing? If it is anything different than you indicated in the answer to #2, then you must begin to look for the "trainer".
4. How willing are you to take control of the process and what are you willing to risk to do so?
5. Are you clear about what you are trying to create or are you simply frustrated because you do not have enough 'control'?
6. What is the essence of what you are trying to create with your work? (examples might be; quality product, financially healthy company, consumer oriented company, a cohesive team, etc)
7. Are the 'trainer's' needs focused on a long-term result or on an immediate gratification?
8. Are they clear about what you are trying to create and why?
9. If they had to feed it back to you in terms of the benefits to them, could they do so?
10. What is the long term cost of doing it their way?
11. What are the costs to you of not doing it their way? What do you have to lose by sacrificing some of their short term needs for a long term gain?
12. Are you willing to lose that?
13. Have you given in to their needs because you see no alternative? Perhaps your next step is to look for alternatives.

SYMPTOMS

A true artist in working with horses will not ask only if they are technically correct, but whether the result is flowing and effortless in appearance. Is the horse cooperating because it is the easiest thing to do, or because it is simply forced? One creates grace-the other an artificial and inflexible result.

As a skillful performer/negotiator, the objective is to create results that have a high ratio for successful implementation. Those resolutions that are created by exercising your power or leverage in any situation will tend to operate by constraining, as opposed to flowing with the resistant forces. This automatically creates a situation where the other side will look for any release of the force or leverage. As soon as those you would control sense that this has occurred, they will find a way to escape the pressure. You have created a need for a constant vigilance in order to insure the outcome.

So, how would you know when you have created the less-than-perfect result? Our purpose here is to help recognize when the inappropriate use of force is occurring. Later chapters will deal with removing the obstacles to the cooperative results we seek.

One of the first steps to this process is to be clear about the outcome you would like to create, and what it would look like/feel like if it were happening. This does not mean being clear about the goal. Often the goal itself will change where the vision itself should not.

The questions which should be asked at the beginning and on through the process are questions of texture. What would it feel like if this negotiation process were really working? How would your 'adversary' be responding if he were really your ally? What would true cooperation feel like as opposed to a stilted, forced response?

As you become clear on the appropriate 'feel' of the truly cooperative and energy releasing kinds of response you seek, you will immediately know when you have created something different. Pay attention to these feelings. They will ultimately raise your odds of actually realizing your desired outcomes.

The next challenge, after gaining clarity on the outcome, is in recognizing and responding to the symptoms of the interaction. They tell you when you are on the wrong track. The symptoms are usually a lack of detachment to the outcome and a sense of needing to win. Usually, this occurs when your own emotional response to the situation side-tracks you. You will also see a resistance and need to be right from the your 'adversary' that matches your own. It is easy to get caught up in being right and lose sight of the ultimate objective.

The chapters which follow this one will offer a 'bag of tricks' to help you understand what is wrong and how to change it when it does not work. You however, must take responsibility for recognizing when you are only getting a semblance of the outcome you would like to create.

'Responsible Ron' Stix

Ron had earned himself the nickname of 'Responsible Ron' early in his life. He had always watched out for his brothers and sisters and cared deeply for any crisis that they were going through. He could always see how it could have been avoided by the appropriate choices. He prided himself on always doing the 'right' thing no matter what the personal cost.

He brought the same sense of responsibility to the manufacturing firm he had worked for since he had left college 25 years ago. He was now one of the highest level quality control people in his organization. He operated from a belief that the entire answer to the difficulties the company was having with competition resided in the inattention to quality over the last 15 years. His personal goal was to make Quality the #1 issue for every manager and employee in the company. He was convinced that if that happened, the company would never have to worry about creating demand for their products.

Ron was not asking anyone to take any risks he was not willing to take. As a plant manager, he had shut the line down several times to resolve a quality problem. He did this at great short-term cost to the plant. Many managers up the line screamed about production quotas, etc.

Ron was quite articulate. He was able to defeat almost anyone in a verbal battle by having the right statistics to back up his point of view when he needed them. Since taking his new job as Quality Control manager, he had many opportunities to practice this skill with the plant managers. He could make any of their arguments look foolish and weak, and had done so on numerous occasions in front of the head of the division and other staff members.

Unfortunately, they just weren't getting it. They would bow to the power of his arguments in the staff meetings. However, when back on the job, production always seemed to win over quality. Rather than making quality the top priority, they learned to carefully create their rationale for their decisions before the next confrontation with Ron.

Ron's life became more and more frustrating. Just as he seemed to be getting a handle on the problem, something would happen to indicate that quality was not as important to any of those who could really make the difference as it was to him. He would come back from his meetings and plant visits exulting in his ability to create convincing arguments, only to watch the numbers continue to reflect a downward transition on the items that mattered most to the customers.

Ron held a meeting with his people to try to push them harder for results. Joan was a rather clever employee who seemed to be doing a little better than the rest of the team in building a trusting relationship with the 'customer'. After listening for a while to Ron talk about how the team should convince the plant people of their duty and responsibility, she raised her hand.

"Perhaps I can share something I've learned that would be helpful. As a female, I learned early that I could never count on my presence or stature to get results. I would have to fight harder and lose more often if I tried to accomplish things through the use of force. I simply do not represent our current stereotype of a power person. I also learned to check whether an approach was working or not based on the outcome I was getting."

"If we evaluate our approach based on our results today, we might find that it is not nearly as effective as we would like it to be. Creating more and more forceful arguments does not seem to be the right direction. The trick I have found is the skill of making the right things seem easy and the wrong things seem difficult."

No one was quite sure what she meant. They had assumed that the change process was going to be difficult and that the current stresses were to be expected. It had not occurred to them that they were doing it wrong, because they knew all of their arguments were valid.

"We have to understand that the choices we would ask these managers to make are not easy choices. They do not get rewarded for plant shut-downs-they get rewarded for cost-efficient organizations. Their feedback does not even reflect the cost of poor quality. That gets absorbed elsewhere in the corporation. Even though it is clear to us that it is the right thing to do, we have to find a way to make it work in their reality. We need to find a way to work with the current direction of the energy as opposed to trying to force an unnatural outcome."

While it made more sense, the team was still at a loss to come up with a solution. How could they make the right things easier for these plant personnel? That seemed as though it could only come in the form of a new corporate reward system based on the quality reports coming from the specific manufacturing locations.

Her response was fascinating. "You have to ask the right questions and the answer will always clarify itself. If I was riding a horse who was struggling or fighting with what I was asking of it, I would ask why it was having so much trouble. What muscles are underdeveloped that make this so difficult for this animal? If the development were there, this would be easy for the horse and it would not fight me so much. I therefore make it my job to discover and then develop the missing muscles."

"How does that work for the quality issue in this company?" asked Ron. He was starting to feel excitement although he was not yet sure why. Joan had such an 'air' of confidence for such a petit person, that you almost had to believe that she had found something that worked.

"One can not expect a young immature horse to operate as an accomplished dressage horse overnight. Things must be taught in a sequence that develops in accordance with nature. Otherwise the animal will break down when someone is not able to simply force the moves. I look at our plants in the same way. I know your sense of urgency is great, but you simply can not hurry some processes. You can actually move much more quickly if you identify the things they are ready to do and work with those until they are ready to take the next step. I make it my job to identify what is available for me to work with at the time by asking them to tell me where they would like the help. I use this as my opening to then suggest the next step. They take me along the path of their readiness. I keep a picture in my mind of the 'finished' horse and I keep working toward that picture with each suggestion I make. In the interim, I think that I am having more fun than you guys!"

"But we need them to be there now! We don't have time for this " said Ron.

"Are you getting there, or are you constantly backtracking?" she replied calmly. "If they are not ready yet to shut down the line because the risk is too great, then I find out what they are ready to do and then I subtly stretch them a bit farther. As we move them further and further along the continuum, they will see the risks as smaller. It's just that from where they are, what you ask is so great. If you blow the horse's mind by asking too much, too soon, you may NEVER reach its potential!"

Questions:

Think about someone you would like to influence to move in a direction different than they are currently moving.

1. If they were to do so willingly, what would that look like?
2. If you were to describe your previous attempts to get their cooperation in terms of riding a horse, which of these descriptions might fit?

The horse is operating as if I was a fly on its back

The horse is constrained and is looking for any escape

The horse is tense and suspicious

The horse is relaxed and trusting and simply asking "what next?"

3. If you were to ask yourself what they are ready for, what might that be?
4. How could you test it?
5. What is already in place that could be built upon?

If you are at a stalemate, do you really lose time by working for a lesser issue?

IF YOU TRY TO FORCE SOMETHING WITH YOUR SO CALLED-POWER, THE RESULT YOU GET WILL ULTIMATELY FRUSTRATE YOU MORE THAN IF YOU HAD NEVER ADDRESSED THE ISSUE IN THE FIRST PLACE. YOU HAVE SIMPLY SABOTAGED YOURSELF!

TREASURE CHEST

Before a horse can truly relax and work with the rider, the pent-up energies must be worked through their system. Only then can the animal give you its full attention and cooperation.

As a negotiator, you must accommodate a reality about the way people operate. Think of each of us as a computer storing a tremendous amount of data that we do not necessarily recognize or need. Because our computer is sophisticated enough to automatically access all of our stored data on any issue, each individual involved in any discussion may have many hidden factors which are controlling their responses. Some of these may be affecting the outcome in a negative way.

Your role and responsibility, if you choose mastery of the communication process, is to recognize when one of these hidden factors might be influencing your interaction. The alternative is to accept that things can not improve. By not taking responsibility, we are either expecting that someone else will, or that there is nothing worth the effort that will change things.

Think of the human consciousness as a treasure chest filled with experiences and emotions. Before any process can work at its most clear and authentic level (ie: an ability to simply deal with the real issues affecting the results), the individuals must remove anything from the top of the chest which is in the way of the actual issue being resolved.

There are many techniques for managing the stored "stuff" in the treasure chest. The first is the recognition that no individual, including yourself, comes to any interaction 'clean'.

How does one clear the chest? You start with the obvious. Are there past experiences with this individual or group that you know will affect the attitude they bring to the interaction? Past breakdowns of trust, etc are a good place to start.

Your role is to understand these existing influences and to take responsibility for surfacing and coping with them before attempting to proceed. If you are feeling mistrustful of the other party due to a past experience, any resolution will still leave you uneasy. To discuss and try to resolve this uneasiness will only up the odds of implementation. They will intuitively know it is there, whether it is acknowledged or not. Likewise, if you have created the mistrust by mixed messages in the past, they will bring this understanding to any agreement. At some level you know that this is operating and it will only get in the way. Deal with it!

The first level of mastering the Treasure Chest is to deal with what you know about. Unfortunately, most individuals will not even work with this. It appears easier to let it lie unless it comes up.

The next challenge is to discover whether there is any other unrelated baggage they arrive with that may affect the outcome. Count on it! It exists. If we have been burned, we tend to learn to protect ourselves from future burns before we put our hand on the hot stove. If you can get them to openly discuss their fears and concerns before you go too far into the process you will have not only upped-your-odds, but you will probably save yourselves much time in trying to uncover resistance later. You still have to find a way to deal with it, but that becomes possible only when you know what you are dealing with.

It becomes more difficult if they won't talk. You then will have to operate from intuitive information. You will need to quiet yourself enough to 'feel' what is getting in the way and test it. This is a whole level of skill that we will discuss in a later chapter.

The art of clearing out the treasure chest is a complicated process which will constantly demand refinement. Like working with horses (and life in general), you will begin to get a feel for it, and then recognize another level of complexity. Once you have learned to cope with the most obvious blocks, the more subtle influencers will become more apparent to you. For now, it is key to understand that a critical element to your mastery is working with what exists under the surface which is most often not included openly in the process of problem solving.

Understand its influence in your success and take responsibility for its resolution.

UNLESS YOU TAKE THE TIME TO WORK THROUGH UNRESOLVED ISSUES, YOU WILL NEVER ACHIEVE THE OPTIMUM RESULT. THESE MAY BE ISSUES THAT YOU WOULD PREFER TO LET LIE SINCE YOU FEEL THAT THEY WILL ONLY MAKE THE SITUATION MORE DIFFICULT. A MASTER WILL ALWAYS CONFRONT THAT WHICH NEEDS TO BE CONFRONTED .

HARRY AGAIN

Harry had a meeting with his boss. He had spent quite a bit of time thinking about his conversation with his brother Larry. He realized that he had never really looked at the issues in terms of what his boss would need in order to give him the room he needed to maneuver.

He gave his boss a plan he thought would accomplish some of the objectives his boss would need for higher level permission. Harry had been quite specific about the projected costs and the payoffs to his plan. He had also tied his performance objectives into the plan with some benchmarks for rating him that tied into the current appraisal system. This was actually quite risky, since it meant that if he did not meet some fairly ambitious goals, he had set himself up to automatically receive a mediocre rating. With times as tight as they were, this would not only affect his bonus, but also his security. No one was asking him to do this, so it was a risk he did not need to take.

The meeting started with his boss acknowledging the potential of the plan. He then began to explain why it was impossible to implement. Harry felt that his arguments were a smoke screen masking a true reason for the lack of enthusiasm.

He realized that if he did not uncover the reason, he would find himself no further than he was before his conversation with his brother, Larry. He had put a lot of energy and hope into that plan and he wasn't going to give in before he understood what was going on.

"Jim, I feel as if there is another reason that you are hesitating. Is there something else that I should know?"

"Harry, it's just that times are tight and this may not be the best time in your career to step out on a limb," Jim replied, somewhat evasively.

"I think there was more to that statement than what I heard," Harry said. "Is there a problem with people's perception of me?"

"Well, I didn't see any need to upset you since this stuff is going on everywhere. I didn't want anything to undermine your confidence at such a tricky time. Actually, I was at a meeting yesterday when they were discussing what to do about your division. Performance has been so lousy that they were wondering if they might need to bring in someone with a little more flair."

Harry reflected for a moment on the irony. He had finally decided to take some risks and he was being told 'no' because he was not enough of a risk taker. He then realized how valuable the information he had just received was to his plan.

"You know Jim, this might be just the moment to rock my career boat. I need to know whether you have concerns about my ability to pull off this plan."

"I know how good you are. You always get the job done and you have never let me down when you have said you could do something. Maybe you're right. Even while it is incredibly risky for you personally, given what they already believe, you don't have a lot to lose by pursuing this. In fact, selling something like this might actually improve your status!"

"Does that mean that you will support me as I try to get this done?" Harry asked. He wanted to know now if he would not have the backing he needed.

"You can count on it. I guess I learned something important today. I had no intention of telling you what you needed to know in order to accomplish your goal. I held back because I was afraid of hurting your feelings. I give you a lot of credit for digging for the reason I was holding back. I don't know that I would have wanted to hear what I had to say."

IF THERE IS A BLOCKAGE THAT DOES NOT FEEL LIKE IT IS THE REASON

YOU ARE BEING GIVEN, THERE IS SOMETHING THAT THE OTHER PARTY DOES NOT WANT TO TELL YOU. YOUR JOB IS TO MAKE IT EASY FOR THEM BY STAYING NON-DEFENSIVE AND CONTINUING TO ASK FOR MORE INFORMATION.

Questions

These are the questions you should ask yourself before and/or during the course of the meeting.

1. What has happened in the past that might make the forward momentum to what I want more difficult? (either from my point of view or theirs)
2. What would I need to talk about before I could move forward with any degree of trust for any plan we might create?
3. How could I begin a discussion that would surface any of the above issues ?
4. How and when will I be able to surface any hidden issues.
5. What are some clues I could look for which would indicate hidden issues at work?
6. Am I willing to hear what they might say to me if I asked for it?

Note: If you are not ready to say the tough things that must be said or hear the tough things that must be heard, you have started the game with a tremendous handicap to achieving your vision.

DETERMINING THE ESSENCE

When the horse is developing a negative response to the work you are asking him to do, it usually is not terribly effective to discipline him for the response. You must look deeper to identify why he developed the problem in the first place. Usually you will find that it was to defend himself from something the rider was doing. Unless you find and solve the true cause, another problem will surface.

We have already examined the Treasure Chest concept of working with people to discover the underlying blocks to progress. We must now apply the skill of looking for a deeper reason behind issues to all of our work. Often we will solve an immediate problem only to have another surface as a result of our work. We may not even connect the two as related.

Being aware and responsible for the domino effect of our choices is key to arriving at mastery. If we are clear that we are part of creating the world we live in, we must focus on the Right things. Much time and energy is wasted by negotiating for the wrong things. If we win, the energy loss gets magnified by the time wasted on the inappropriate solution, as well as, the time lost by not applying the correct solution.

Many of us have been through problem solving courses where we have been exposed to the concept of identifying the right problem. And yet, most of us find this elusive. The evidence that we are solving the wrong problems is reflected in the amount of time we spend managing crisis.

There is a magic to arriving at the true essence of any situation. What appeared to be chaotic or complex will often take on a simplicity that will surprise and delight even the most cynical.

So how do we get there without creating a complex model that is likely to confuse rather than clarify the issue? Let's first look at some examples of choices and then look for some simple tools that can be easily applied to every decision.

Suppose that you are giving a party. You have carefully made out the guest list of people with the most in common. As you try to put it together, many things must be worked around. The first issue was to rent the country club for the evening. This is during the holidays so the space is limited. You are not terribly pleased that the only night available is a Tuesday evening. You had hoped for a weekend. But it seems that those dates were spoken for by the end of summer. You had hoped to do a theme party, but since it is the Holidays, the club only allows you to choose from a series of menus that are standardized. Then, as you begin to call your guests, it seems that many of them will be out of town on business during the week. Your guest list has diminished considerably. You begin to add names to the list in order to fill it out. The more you work it, the more you wish you had never thought of the idea. What was meant to be a wonderful present to your friends is becoming an administrative nightmare.

While you are running around solving all of the problems that are cropping up, it occurs to you that you are solving a lot of problems that are taking you farther away from your original vision. The whole essence of your intent has been lost. As you come back to this, you ask yourself, "Is there one thing that I could do differently that would resolve many of these issues that continue to surface and would allow me to get back on track with my original concept?"

As you look at it, it becomes clear that most of the problems are stemming from the choice of the location. If you were open to the idea of seeking a more flexible location, you might in one swoop be able to solve the problems with the guest list. You may also be able to get back on track with your original idea of giving your guests an evening in December in the 'Bahamas'. Had you refocused on your original intent, you might have been able to put all of the energy into actually creating what you wanted as opposed to making compromises that sabotaged your vision.

Unfortunately, we do the same type of problem-solving sabotage with our work. We get so caught up in the details that we never even notice that they're the wrong details.

The key is to be clear with yourself about the essence of what you are trying to create. As you look at how you spend your time, ask whether you are moving closer or farther from your intent. If you are not going in the right direction, you must look for a pivotal point which would solve most of the problems. That is where you must put your energy! The question becomes, "What is the one thing that I could work on that: A) must be resolved for the other things to work and/or B) if resolved would cause the other things to go away?"

This is really a two-part problem solving process. The first is to create the right kind of Vision. The 'right' kind of vision is one which reflects the value you want to create with your efforts. The second is to look at each problem in relationship to the vision. You must ask yourself before you solve the problem, whether there is an underlying pivotal issue which is creating a separation from the original vision.

While seemingly simple, this particular approach takes discipline. It is not a ten step problem solving process. It is an equation for living your life. How many of us lose our vision of who we are and what we have to contribute along the way? How many of us are solving all of the wrong problems without even knowing it? Not only is life more complex than it needs to be, but we lose an important part of our belief in our ability to do magic things. Work becomes drudgery because it is just work.

ALL PROBLEMS HAVE A ROOT CAUSE. IF YOU CAN FIND IT AND SOLVE IT, LIFE WILL BECOME LESS COMPLEX IMMEDIATELY. IT WILL OFTEN HELP TO LOOK CLOSELY AT YOUR VISION IN ORDER TO IDENTIFY THE CRITICAL ELEMENT THAT YOU WANT TO SOLVE.

SUSIE STIX

Susie was the youngest of the Stix family. She was quite bright. (can you imagine including anyone in these stories who wasn't?)

At a young age she had decided that she wanted to be in retail. She had become a very talented designer of women's clothing and had opened a boutique to sell her designs.

Business was not good. She just couldn't seem to get enough of the right kind of traffic. Her designs were very unique and she knew that if she could just get some exposure, the business would take off.

She was brainstorming with her sister Sally. Sally was in marketing and had ideas to help the boutique become more visible to the public. They were coming up with all sorts of notions, but could not seem to focus on the right solution. They were either too costly or not the right audience, etc.

The family was all on holiday at their lake home. Everyone joined in on the discussion. The group was highly energetic and the ideas were getting wilder and wilder.

Larry was a little confused about what problem they were trying to solve. (He sometimes seemed a little 'thick' to his brothers and sisters)

"I need to understand some things," he said. "Is the problem that nobody buys or that nobody sees?"

"Once I get them in the store, they all seem to leave with something," Susie responded. "I just don't get that many people in the store. I have spent so much money on promotions and advertising and nothing seems work. I'm feeling a little battered to be honest. I just don't know what to try any more."

"How are the rest of the shops in your shopping center doing?" Larry asked.

"Not at all well," she responded. "They seem to be having the same problem."

"Have you considered that it might be your location? That center is very difficult to get in and out of. It's actually quite dangerous."

"I can't do anything about that," Susie replied. "I have another year on my lease and it's the one thing I can't change. I got the place because it was so inexpensive in the first place."

"I think you need to look at that issue a little differently. If people really do like and buy your clothes, then you absolutely have to be somewhere that they can be seen. All of the other money you are spending is useless until that happens. You should look at what it would cost to buy out the lease and identify if you are saving enough money by staying put

to justify the losses you are incurring. You may not even exist at the end of the lease."

"You know I never even looked at the lease because I felt locked in on that. I guess I'm really not locked in at all. It's just a matter of what I'm willing to spend to get it right."

"I suggest that before you put any more energy into these other ideas, you look at possibilities for a new location," suggested Larry. "Often the only right solution doesn't even get acknowledged. Sometimes it looks like the highest risk, but when we really look at the downside, it changes in our perspective."

Questions

Any time you are attempting to solve a problem there are some questions that should be asked before you implement any solutions.

1. Are there other problems that I am faced with that might be related?
2. What is the underlying cause to the problem and or problems that I have, related to this problem?
3. Am I causing situations which create reoccurring types of problems-for example, do I have more than my share of employee problems?
4. If I drew a map, using my projected the outcome as a centerpiece, and the main areas that affect that as the spokes, would I get a different sense of the priorities?
5. If I identified all of the resources I have and clustered them in groups, would a new solution emerge?
6. If I forced myself to create at least 20 solutions to the problem in 5 minutes, would I think of things that are not occurring to me now?

UNTIL I HAVE TAKEN A LOOK AT THE PROBLEM FROM A PERSPECTIVE OF DISTANCE, I MAY BE MISSING THE REAL PROBLEM. THIS MEANS THAT I AM SOLVING THE WRONG PROBLEM AND HAVE PROBABLY CREATED ANOTHER FOR MYSELF DOWN THE LINE.

MONITORING THE INTENT

It is often said that the "horse is the mirror of the rider". Whatever the outcome looks like, it is always reflective of the quality of the communication between the horse and the person attempting to influence him.

The most difficult task in any communication process is the ability to stay objective in the midst of the interaction. We are creatures driven by our instinctive reaction to situations. To shut our instincts down and use our vision of the outcome while in the midst of the action is not an easy thing to do. If we do not learn to do so, however, we will continue to create a world driven by fear.

We must first understand a little about the origination of these instincts to realize their potential destructive nature. We will then need to understand that when the communication is not moving smoothly and productively, it is a direct reflection of these hidden 'triggers' in operation.

We are all basically the same when it comes to our core values. We would all like to live in a peaceful and productive environment where we do not have to fight for our survival.

We start out trusting those who come into our presence. That's where we start! We are then taught to fear all of the different possibilities of how we could lose that which we believe to be ours. We learn to recognize and defend against the 'enemy'. Our personal experience and others' belief systems are our teachers. We carry our understanding of what motivates others into every interaction, and we react to the content based on what we 'know' about the world.

We acquire a belief system about how the world works that may not be accurate, nor even serve us. We will continually base our responses upon that belief system even when all of the evidence tells us that it is not working. The evidence is the results that we are creating. If we are listening, we should be able to tell in each moment whether what we are doing is enhancing or detracting from the way it should feel.

The trick is first to see it, and then to control our natural impulses in order to give it the appropriate response. Do look in the mirror provided to you by other's behavior. It is your first and most valuable clue. It will indicate the 'instinctive' reactions that you have set off in them.

For example, when we are sitting on a horse that is trying to run away with us (that's the clue), our instincts tell us to pull back and resist with all our strength. In fact, the optimal solution calls for letting ourselves go with the energy and then catching the horse by steering and channeling the energy the way we would like it to go. This is actually quite frightening since every internal response directs us to do the opposite. We can tell that when we pull back the horse fights us harder than when we let go, but we are determined to follow the instinctive 'trained' response.

Another similar analogy that will show us how our 'instincts' will fight the universal laws of nature is the analogy of a stalling aircraft. As the plane begins to dive (THE CLUE!), the impulse is to pull back on the stick. The necessary move is to push forward and use the energy to create more airspeed. Only then can you regain control of the plane.

This law is also true in the communication process. Your instincts may scream at you to pull back and resist when it feels out of control. If you watch the outcome of your resistance in the process itself, you will note that this response will rarely positively effect things in the direction you would like. In fact, you will see the other parties actually resist even more. You must use this as a signal that you are fighting a natural flow. It simply is not working. You must let go of the fear that you may lose something; trust for the moment, and go with the energy as it is presented. Only then will you find all of the gifts that are being offered to you by nature.

The escaping horse redirected at exactly the right moment, often will offer you the most brilliant of its potential. This is also true of the most difficult of negotiations. If you can use the flow of the interaction as your mirror, it will tell you when someone is clutching because the picture will become stilted and less flowing. You will actually become quite sensitive to the feel as you begin to actively look for it. As you become more open, you will recognize the escalating fear more quickly, channel it more easily, and move through it without the others even knowing what you have done.

The interim step, of course, is to let go of your own fear, focus on the vision which you should have created for this particular interaction (which should contain a much larger purpose as its goal than your immediate wishes), and direct the conversation toward the larger outcome.

IN ORDER TO BE A TRUE MASTER AT COMMUNICATING, YOU MUST BE SENSITIVE TO EACH RIPPLE IN THE PROCESS AS A REFLECTION OF YOUR OWN SKILL OR ATTITUDE. LOOK FOR SYMPTOMS OF WRONG CHOICES ON YOUR PART. IF YOU ARE TOO CONTROLLING, IT WILL SURFACE AS A REBELLION AND A RESISTENCE OR A NEED TO ESCAPE. IF YOU ARE NOT STRONG ENOUGH, THE SYMPTOM IS THAT THEY WILL BE TAKING MORE THAN YOU ARE OFFERING. YOU PROBABLY NEED TO CREATE A MINOR SLOWING OF THE PROCESS TO REGAIN CONTROL. YOU WILL KNOW WHAT IS APPROPRIATE BY WHAT IS HAPPENING. ONCE AGAIN, YOUR VISION MUST BE FIRMLY IN MIND IF THIS IS TO WORK. OTHERWISE YOU WOULD NOT KNOW HOW TO REDIRECT THE ENERGY EVEN IF YOU WERE AWARE OF THE PROBLEM!

THE STIX AT PLAY

For years the Stix family had owned a cottage on a wonderful lake near a large city. The cottage had actually been in the family several generations. As time had passed, the area had escalated in value due to its location. Many simple things had gotten much more complex as a result of the numbers of people who were drawn to the little community where the Stix had their summer home.

For example, the lakefront could only accomodate a certain number of boats. That had not been a big problem in the past since only a percentage of the residents wanted or could afford to keep a boat. Today however, it WAS a problem. If you looked at the Stix family alone with five fairly successful children, each with their boat preferences, you can imagine the potential for problems.

It was Memorial Day weekend and the association that owned the common land where the 22 cottages were located, was trying to deal with the issue before the vacation season hit its full swing. There were seven board members, each with a stake in the outcome of the meeting.

Larry represented his family on the board. As the meeting got more and more chaotic, Larry asked them to define what the solution would feel like if it were the right solution.

As they considered this question, the members finally found a point where they could agree. They decided that they would like it to run smoothly with no bottlenecks in traffic. They wanted to make sure no one felt cheated once a solution had been reached. The previous summer had been spent fighting about who should own what location and why, and none of them wanted to waste the energy doing that again.

"Let's talk a little about the fighting," said Larry. "What was it that bothered you most about that? Perhaps we can find some clues that will help us to avoid a similar impasse this year."

"I guess I never understood why Jerry, the newest member of the association, felt he had the right to ask for two slots," said John, one of the members whose family had been there forever. "Who does he think he is?"

"I only did that because I was afraid that since I was the newest and people around here seem to be caught up in who has been here the longest, that I wouldn't get any spots," said Jerry.

"Do you mean that you never really needed two spots, and that you would have been happy with one?" Larry questioned. When Jerry sheepishly agreed, Larry turned to John. "How would you have reacted if he had only asked for one slot, John?"

"I would have thought that was fair, and I probably would have fought to help him get it,"

replied John. "I only got into the fight because I didn't want him to have more than his fair share. He seemed more concerned with his own agenda than what was good for the group."

"And what would you have done if, after you had asked for two spots, John had expressed his willingness to see what could be worked out as long as it was fair?" Larry asked Jerry.

"I'd have backed off and been very happy to take the one slot and help others work through the rest of the agreements. I guess I was just reacting to what I felt was a long-term attitude that I would always have to fight. The more he said no, the more driven I was to succeed. Once my fear was taken care of, I probably could have focused on the outcome a little better."

"Let's use this as a model," suggested Larry. When we find ourselves reaching an impasse, let's back up and find the real fear behind the resistance. Perhaps we'll find that we really all want the same things after all. In the meantime, are there any other issues from last year we should get off our 'chest' before we go any further?"

Questions

These are questions you should ask yourself in the process of the discussions in order to take on your responsibility for the outcome of the interaction.

1. Does it feel cooperative and flowing in nature, or stiff and awkward?
2. Do I have a clear vision for how I would like it to feel that is in tune with a collaborative world? Do I have a clear vision of the outcome that is in tune with my values and the kind of world I want to live in?
3. If it is not 'working' according to my vision, is it moving too quickly or is it stuck?
4. If it is stuck, as I examine my own feelings, is there something I am afraid to give them? Is it possible that this holding back is creating a need for them to protect themselves? What could I let go of that would redirect the resistance? I will assume that I will make it up in the forward energy.
5. If it is moving too quickly, are they taking advantage of what they perceive to be a weakness? If I refocus on my vision, are the decisions we are making the right ones? If not, there's a need to slow them down, state the vision and ask them to assess whether the items fit. This will create clarity.

THE KEY TO THIS CONCEPT IS TO BUILD ON ALL OF THE POINTS
MADE IN PREVIOUS CHAPTERS AND THEN TO PAY ATTENTION
TO THE RESULTS MOMENT BY MOMENT WITH SMALL
ADJUSTMENTS TO THE INCONSISTENCIES. YOU MUST MONITOR
YOUR INTENT AND BE AWARE WHEN YOU ARE INTERFERING
IN THE PROGRESS.

MANAGING FEAR

The horse will often react in fear to objects or requests that are new. The appropriate response to the horse's fright is to have the animal confront the object of its fear directly. The next step is to 'push' the horse through the fear by continually asking him to deal with it until it is no longer a source of fear.

Why is it that just as we are making the most progress in any initiative, it will to come to a halt for no apparent reason? A person or group who seemed to be cooperating will suddenly take issue with something insignificant (in our view). Often it appears that they are operating for self-serving reasons that have no relationship to the good of the business or the desired outcome. They simply balk for no rational reason.

All resistance to the correct path can usually be traced back to a fear. It may be as simple as the fact that this is uncharted territory for the individual or group. The most common fear halting progress is the fear of a loss of control or perceived power.

To cope effectively with this fear you must build an understanding of its nature by identifying it within your own experience. You will find that in your own history, you have chosen not to act on things that you knew were right. If you can discover your own motives for resistance, you will begin to better understand the opposition you may encounter.

Within each of us there are many hidden fears that control our responses. We often operate from belief systems that tell us we are only 'safe' when we are sure of the outcome. This means that most of us will spend an inordinate amount of energy working at keeping all of our choices within a familiar framework. This allows us to work within structures that appear to be more predictable.

The kind of anxiety that keeps people from doing the right thing, because they are unsure of the potential cost, is only managed by building a greater sense of self. We need to know that we are not diminished because we have given up some control or power. Instead of feeling sure of the outcome, we need to learn to become sure of ourselves. We need to understand that no circumstance is capable of lessening our power. Only our lack of belief in ourselves makes us less.

The objective is to become comfortable with a belief that says we control **nothing**. Our true power comes from knowing that no matter what occurs, we will be able to find the path to the best outcome. This assumes a rightness in the natural order of things that is perhaps wiser than we are.

This creates a different need in terms of the appropriate attitude for all interactions. It calls for an incredible alertness to all linkages that occur in relation to the larger vision. This alertness to the larger purpose is in opposition to a vigilant attitude that calls for a constant defensiveness to my own or my organization's perceived sense of power or control.

This attitude is very difficult to acquire. It means recognizing and letting go of our fear of loss of control. To do so, we will have to confront this need directly on issues where we find ourselves struggling to assert ourselves. We have to develop an awareness of our own fear of loss. Once we do, we then need to redirect the fear to a belief that assumes the perfect outcome by letting go of the need to prove we are right. A master never needs to prove anything. Instead he will focus on operating fearlessly. The result will then always be exactly the right result even if an immediate need is not met.

This is not the same as rolling over and playing dead! It is about assuming an attitude of true power which allows for the 'readiness' of the opposing parties. If they are not ready for the answer you know to be right, you must find what they are ready for. It is about knowing that the true strength of the negotiator comes from flexibility and a self confidence that can not be affected by the outcome. Only with this freedom of thought do we truly allow ourselves the potential at our fingertips.

FREEDOM FROM FEAR IN OUR OWN ATTITUDE IS A PREREQUISITE FOR MANAGING FEAR IN OTHERS. ONLY BY CONFRONTING OUR OWN FEARS CAN WE CREATE AN OPENING IN THEM TO BEGIN OPERATING WITH LESS FEAR. AS WE LOOSEN OUR HOLD ON THE OUTCOME, THEY WILL AUTOMATICALLY FEEL LESS NEED TO RESIST, AND WILL, THEREFORE, DO THE SAME.

FATHER STIX

Larry Senior had spent his life building a very successful construction business. He had learned a lot about people and their fears in the course of growing his business.

His daughter, Sally, a marketing manager for a manufacturing firm, was talking to him about some serious career issues on her mind.

It appeared that her company was seriously considering combining sales and marketing departments with all individuals reporting through the sales manager. Sally was convinced that this would be a disaster. She believed that the sales manager knew nothing about marketing and would use the move just to gain more dollars for advertising and creating incentives to move product. She had made so much progress in getting the company to listen to the customer, and she was afraid that the headway she had made would be lost.

She asked her father for advice on how to fight the initiative which she believed to be a power play on the part of the sales manager. Since he had been in so many big battles as he built his business, she was hoping that he would know how to head this off.

Larry Senior was silent for a while before he responded. "I want to be sure that I am giving you the right advice. A lot depends upon on what happens. Am I right?"

"You better believe it! My whole career and everything I built depends on it," she said.

"I thought you might be feeling that way. Tell me why you think so."

"If the sales manager has his way, I either have to report to him or leave the company. I could never report to him and maintain my integrity!" she responded.

"Interesting. So you have your whole history, future career, and integrity all tied into this outcome. I imagine it also has something to do with a loss of control if he was in charge."

"Of course."

Her father changed the subject at this point. "Tell me how you have been so successful up until now. I imagine that the progress you have made in changing the way people looked at marketing was not easy."

"As a matter of fact, it was just the opposite. I had to change people's whole belief systems about how they looked at the customer. I had to gain a following first to help me do it, by taking them out with me to listen to what 'real' people were saying they wanted. Then I had to teach them how to work with the rest of the organization to help spread that message. It certainly wasn't easy going."

"Have you or those people you have converted forgotten how to do those things?" her father questioned.

Sally started to see his point, subtly delivered as always. "You're telling me to realize that a move won't undo what I have done, nor my ability to keep doing it. I guess you are reinforcing some old lessons about realizing that I can be in control with or without the title."

"You know, it's even more than that. I absolutely want you to be clearer about your own power. No progress is ever undone, since things will never return to where they started. You may appear to lose some ground, but if you do, it was never really solid anyway. The movement backward simply tells you where you have to go and build the foundation a little better."

"I also want you to be clear about why you are fighting for something. Are you fighting because you are afraid of losing power, or because it is the right thing to do. Any energy you spend fighting the wrong things robs you of energy to fight the 'good' fights."

"You are operating from a number of assumptions. Perhaps you might look at this as a reason to believe that it is now time to take on the sales department from the inside. If you do not convert them, have you really been totally successful in your efforts? If not, are you so sure this is a bad move, or are you afraid more of losing your own sense of what gives you credibility?"

Sally needed to think about what he was saying for a while. "I guess I have been thinking that I would lose some control, but perhaps I'm defining it in the wrong way. Ultimately, I should care most about the progress. I really don't know that I couldn't do more inside. I never really had to have control to do what I have done so far, now that I think about it that way."

"I guess I learned the hard way that fighting because of a fear of loss didn't serve me," her father said. "If I could confront the fear for what it was and put it in perspective, I was always more effective in the actual discussions. Only then was I focusing on the right outcome. I also learned something quite interesting. Somehow, when I let go of trying to protect my own status, I magically always seemed to gain more. Somehow the people I was working with no longer perceived me as threatening their control, so they always wanted to give me more."

Sally was looking for more. "So I shouldn't necessarily look at this as a setback in my career. Perhaps it even represents the opposite, but I have no way of knowing that right now. That's the scary part, since on the surface it really does look like a step backward."

"The point is that you never really do know. Often it is a step sideways that is necessary for the next leap. You are never in a position to know since there are so many variables. That's why you need to look at this objectively and decide whether it could be good for the company and not worry about yourself. I have enough faith in you and your abilities to know that wherever you go, if you focus on the right things, you will always be the powerhouse I love!"

TO BE EFFECTIVE, YOU MUST RECOGNIZE YOUR OWN FEAR
PRESENT IN A RESISTANCE TO ANY OUTCOME. ONLY BY
PRACTICING THE LETTING GO TO ANY OUTCOME, WILL THE
FEAR DIMINISH AS YOU GET USED TO REALIZING THAT IN
FACT YOU HAVE LOST NOTHING. YOU HAVE GAINED A
FLEXIBILITY NOT PRESENT BEFORE IN YOUR THINKING.

Questions

1. Identify a fight for power that you have been involved in or are currently struggling with.
2. What will you lose if you lose the struggle? Be very specific.
3. Write down your vision. As you clarify it, make sure that it does not contain any statements about needing to be in control to achieve it.
4. Imagine that you have lost the struggle. Identify a number of ways that you will fight for your vision in the new position. Identify at least one way that you could actually leverage your new position for more strength.
5. Get very clear about your real sense of your own strength. If the worst happens, what do you have to fall back on in terms of your personal qualities and abilities?
6. If the worst possible scenario happens, will you survive? (Note: you don't have to like it. You must simply give yourself the freedom to operate without that fear in the negotiations. If you have consciously addressed the worst, it won't operate subliminally to sabotage your flexibility)

"LISTENING"

The skilled rider only becomes a master when all of the senses are engaged. Until one is actually feeling the horse and understanding its view of the world, a rider can not anticipate and create just the right conditions for total cooperation between horse and rider. Only when the rider is ONE with the horse does the discipline become a dance.

In any interaction, the real clues to progress are hidden within the things that are not said. We operate as though that information was unavailable and inaccurate. Consequently, we justify the use of our own belief system in interpreting what we presume lies beneath the surface.

It is unfortunate that most of our training ignores the teaching of the intuitive. As a tool, it is quite powerful in helping us to understand the reactions of others.

Actually this speaks to a laziness on our part. It is much simpler (seemingly) to apply our own beliefs when attempting to analyze the responses we generate in others.

We often interpret the behaviors of others based on our own view of the world. This is similar to trying to determine whether the horse should be frightened or not, based on whether what we are seeing would frighten us! Until we look at the same object or event through the eyes of the horse, we will constantly be taken by surprise by their reactions.

It is important to realize that any time you make an assumption about why someone is reacting in a certain way, unless you are reading their mind, you are probably interpreting their actions based on your understanding of what would motivate you to act in a similar fashion.

Once you become aware of how much your own assumptions are determining how you interpret the essence of what is happening with others, it is appropriate to train yourself to use other skills to get a more accurate reading. Only then can you up-the odds of a more suitable response.

Imagine that you really are capable of knowing what is driving the responses of others through your own intuition. This is a degree of listening that is never taught in your basic skills class. If it's possible to know, then it is necessary to understand how to access that 'knowingness'. There are many tools to help develop the intuitive side of your capacity to read a situation.

Start from the assumption that you have stored any information that you need. Assume your brain is capable of organizing all that information in the way that will serve your need most efficiently. This is harder than most people think. Can you allow yourself to believe that you really do have access to ANYTHING you want to know?

Once convinced of the availability of the information, you simply ask for it. The process of utilizing the intuitive is highly individual. Probably the most beneficial format for receiving the data is through the use of visualization. Visualization cultivates that part of the brain the intuitive works within. Visualization activities of any kind are great stretching exercises for developing your capacity. You might want to buy some of the relaxation tapes available that utilize the visualization process. This is a fairly painless way to begin the conscious development of your skill.

The most effective way to demonstrate the possible use of the intuitive is to do so with an example. You may find the example in the following story to be a bit of a stretch, but believe that the mind has much more capacity than you have given it credit for. Do not limit yourself so early by placing restrictions on what can be done. It is important to remember, as with any skill, the muscles must be developed. This means that you will have to practice! Nothing that has so much power to increase your effectiveness will come easily. This, however, could be one of the most important 'listening' skills you could learn.

TO BE TOTALLY RESPONSIBLE FOR THE OUTCOME, YOU WILL NEED TO ENGAGE ALL OF YOUR CAPACITIES IN AN INTEGRATED FORM. YOUR CAPACITY TO VISION THE IDEAL, COMBINED WITH YOUR COMPASSIONATE UNDERSTANDING OF THE DRIVING MOTIVATORS OF THOSE WHOSE LIVES YOU WILL INFLUENCE, WILL ALLOW YOU TO ANTICIPATE IN A WAY THAT MAKES THE PROCESS FUN AND CONTROLLABLE. CONTROL IS A PARADOX. TO GAIN CONTROL YOU MUST LET GO OF ALL JUDGEMENT AND THEREBY LOSE ONE OF YOUR MAIN FORMS OF CONTROL-THE NEED TO BE RIGHT! AS YOU ALLOW YOURSELF TO LET GO OF THIS NEED (WHICH ARISES FROM YOUR OWN BELIEF SYSTEM), THE INTUITIVE SIDE OF YOUR NATURE WILL BE CUT LOOSE FROM ITS CONSTRAINING FORCES. IT DEVELOPS MOST EFFECTIVELY IN THE FREE AND OPEN MIND.

SALLY STIX

Sally was one of the two Stix girls. She had decided, sometimes to her regret, to pursue a career in a highly male-dominated industry. Sally was in marketing and part of her job was to interface with the sales department. She needed to help them act upon the results of the marketing research that her suppliers were generating. She found this the most difficult part of her responsibilities.

One day at the height of her frustration, she ran into the man who had held the position before her. "Need to talk?" he asked as he saw the expression on her face.

"I just left the sales department, and I'm fuming. They treat me like I'm the enemy! You'd think I was between every one of them and their most precious goal".

"It is a fairly typical relationship between marketing and sales," Noel, her predecessor acknowledged. "Both sides believe the other side should report to them."

"You didn't seem to run into this much resistance," Sally stated. "I'm convinced that they give me such a tough time because I'm a woman. If I were a man, they would never treat me this way!"

"Well, you're probably wrong about that. They originally treated me the same way. I thought that if they all had reported to me, it would have solved the problem. I actually lobbied for a whole new corporate structure based on how strongly I believed that to be true. You can imagine how well liked I was! Actually, I don't think you will have to change your sex to make this work better for you."

"What's your secret?" she asked.

"Well, I was running around believing that the sales department was deliberately sabotaging the company to look good. I was convinced that the sales department had it in for me, especially J.L.. One evening I was relaxing, listening to music. I was really feeling more mellow than I had for a long time and I just created a picture of J.L. in my mind."

"Why would you ruin a nice relaxed state?" she wondered.

"This happened by accident the first time. I've learned since how valuable it can be, so I do it deliberately now."

"Anyway I just asked this image of J.L. why he was so difficult to deal with and he responded that he was scared. He was getting old and didn't really know what his value to the organization was in these fast changing times."

"That really surprised me-I was getting this whole different perspective of what was going on inside this man and I just felt that it was right. If I had not gone through this process, I would have assumed that he just felt he was so much better than I was, and needed to let me know it at every opportunity."

"You know, that really does fit his behaviors," Sally said. "I never quite saw it that way."

"What I've learned since is that when you take the time and energy to really get quiet and listen to what your intuition knows, you realize that you have placed your own interpretation on the actions, usually based on YOUR insecurities. It's really important that I be relaxed and open when I do this, or my own beliefs about what is happening keep me from getting accurate information. I always deliberately slow my breathing and let go of tension before I ask the root questions of the person in my mind. With practice, I can do this in the midst of the battle, find what they're really afraid of, and adjust accordingly. That took a lot of sessions in front of my stereo before I could make that work."

"I don't see how that would help the interaction though," Sally said. "He's still the same guy with the same obnoxious behaviors."

"Actually you would be amazed what the intuitive knowledge does to your response. I actually even try to feel what he is feeling when I do the exercise. I find that I become less judgmental and the minute I do, their reactions soften and become less rigid. I don't even have to work at it. Just by understanding them better, the relationship changes."

"What if you dislike them so much that you just don't want to even bother to understand them?" Sally wondered.

"Well, then I ask myself a simple question. Do I have to continue to deal with them or can I walk away? If I can walk away, then I don't spend the energy. If I can't, then I've decided I don't want to spend my life that way, so I do the work to make the relationship function at a better level for me. It's great how much more peaceful I've become in the process of trying to understand all of these people. It seems to actually work a lot better than being 'right'. It really becomes a question of how you want to live your life."

THE MIND IS CAPABLE OF TREMENDOUS REACHES FOR INFORMATION TO HELP CREATE THE MOST POSITIVE OF RESULTS. IF IT HAS BEEN THOUGHT, IT IS A FORM OF STORED ENERGY THAT CAN BE ACCESSED. WE HAVE SIMPLY TO ASK THE RIGHT QUESTIONS AND OPEN UP TO THE INFORMATION GIVEN.

Questions

These are some questions you could ask of the other person's image after placing yourself in a relaxed state:

1. What do you need from me?
2. Why do you need that:
3. What would it look like if I were doing it?
4. What is it like to deal with me?
5. Through your eyes, what kind of animal would you see me, if you had to compare me?

NOTE: THIS IS ONE SIMPLE USE OF THE INTUITIVE TO HELP UNDERSTAND THE SUBLIMINAL MESSAGES WE ARE SENDING AND THEIR IMPACT. IT IS POSSIBLE TO USE THE INTUITIVE SKILLS TO DO MANY MORE THINGS. EXAMPLES:

**PREDICT THEIR REACTIONS
FIND OPTIMAL SOLUTIONS
PREDICT POSSIBLE TRENDS IN THE MARKET PLACE
DIRECT THE GROUP PROCESS**

SUMMARY

After completing the book it may be apparent that it is intended to do more than represent an approach to the negotiating process. While all of the techniques apply to the most intense of the negotiations you may enter into, it is really an approach to life.

All choices we make should reflect back to our personal vision of how we want to live our lives. The quality of our decisions and actions must be measured against this personal vision of ourselves. Where there is discord, we must adjust and take the risks represented by the choice represented within our vision.

This represents a constant and growing challenge to our lives. It is not easy. Only when we consciously attempt to do this do we realize how much we have neglected ourselves in the process of surviving.

The techniques in the book offer you options as you take on the challenge of living your life with this level of accountability to yourself. They are only as valuable as the level of your commitment to the original premise of a life directed by a vision of yourself.

For the sake of the future of the world we are in the process of creating, we should all hope there are many individuals who have already made the choice.

NAN

Dear Mr. Lunnam:

Dan Quayle best answered the question when asked. Dukes message is not much different from the Republicans, his answer was, it wasn't so much the message, but the man with the message.

I'll buy that, as I was also a Duke fan.

Keep Quayle on the ticket, he's a good man.

I think you will be risking votes if you insist on a capital gains tax reduction.

The Democrats will use it to their advantage, regardless.

I think across the board tax cut would be just as good.

We also need an incentive for bank saving.

Your Friend
Jack Fawcett

Jack Fawcett
23 Hastings Ave.
Biggs, CA 95917

Nov 19-91

Jack Fawcett
23 Hastings Ave.
Biggs, CA 95917



PLEASE MAIL
EARLY FOR
CHRISTMAS



John Tanuma
Chief of Staff
The White House
Washington D.C.
10810



December 5, 1991

Dear Mr. Sumner

NAN I believe you're lucky to be separated from Mr. Bush and his opportunistic sons.

Being a faithful Reagan Republican, I hate to think whom I can vote for next time. It won't be Mr. Bush. My decision has much deeper reasons than "air plank rides".

He's thrown all of us out as far as I can see.

Best wishes,
Pat McGettigan
Trenton, N. J.



Mr. John Sweeney
The White House
Washington DC



29th November 1991

AGAPE VOCATIONAL TRAINING INSTITUTE

&

AGAPE RESEARCHING CENTER ON AMERICAN AFFAIRS

MR. JHONGMAN RHEE
REPRESENTATIVE

P. O. BOX 18,
POHANG, KOREA

TELEPHONE: (2) 1229
(3) 2605

Our most dearest Secretary Clinton:

This privileged occasion affords me
to write you for the first time since
you assumed the most important post
at the White House three years ago.

When once your news obviously
relied on your excessive usages of
Government-transportations, yes, I learned
about your dimensional character while
once this matter argued heatly at
Capitol Hill & your mass media
fields.

Oh! throughout these period, none
of only unchangeable standing was
that your Great president supported you
as much as how you supported him
at New Hampshire.

As long as these stern-relationship
continues under at any circumstances,
your White House images will
never disfigure despite your president's
poll turned less popularity due

to economic depressions.

As you presume, his reelection will never come in a day, as well as we once appreciated of the proverb that Rome is not build in a day meant to us.

However, most potential event now we are worrying is when anything a disagreeable news between you and the First Family can disfigure of what your White House dignity, honors and position / ever was and will be.

Mr. Secretary,

As this picture once dominated in all every respect, how this scene encourage us one of a beautiful one perceiving that the White House is all right in all speeding-tracks beyond a speculative depth.

Again, in this morning, I was heartily touched in your very and

The Phazun Jiba



조지 부 시美대통령
◇부시와 비서실장 시美대통령
이 25일 백악관을 나서기 직전 존
수누누 대통령 비서실장과 이야기를
나누고 있다. 대통령부인 바바라 부
시女史는 이날 자신이 수누누비서실
장을 질책했다는 보도를 부인했다.
【워싱턴—연방합】

西紀 1991年 11月 28日

and a very happy news & picture
despite there are something disa-
greed matter between yours as
this Korean illustration added
that Mrs. Barbara denied about
her anger toward you.

Please convey my best
and warmest greetings to your
first family as always I
remained that whenever
having a chance to write
to them.

Sincerely yours

Thongman Lee
Director



Mr. Jhongman Rhee
Representative
Agape Vocational Training Institute
P. O. Box 18
Pohang, Korea



VIA AIR MAIL

*The Honorable
John Snow
The Chief of Staff
The White House
Washington D.C. U.S.*

2 December 1991

NAN
Dear Governor Sununu,

I realize that appointed government staff personnel tend to be viewed as fair game for political and media target practice, and not worthy of public respect or admiration. I've been particularly angered at recent media speculation and advocacy of your removal as the President's chief aide. I can't think of anything that would more impair the presidency other than the loss of the president himself.

I hope you will tough it out during these times when the doom sayers are looking for every opportunity to discredit the Administration.

I don't know who the architect of the Vice President's current mission might be (Competition Commission), but I would guess your fine managerial hand is to be found somewhere in the decision. It is this sort of good basic and behind the scenes infrastructure "politicking" that is so needed.

My main reason for writing is to urge that in your counsel to Mr. Bush, you encourage him to forget everything he ever believed about gentility, cooperation and tolerance in dealing with Congress. I firmly believe that the public is ripe for some hard assed name calling and badgering of the sources of our problems - the arrogant Congress, its liberal surrogates in the press, education and labor communities.

I happened to be listening to Rush Limbaugh last week when Gingrich called in unannounced, to urge listeners to call their Congressional representatives, demanding a vote to support the Administration's Economic Growth legislation (which has been sitting unaddressed since July). That this spur of the moment effort could produce such a huge response, suggests that the President needs to "end run" Congress the same way Gingrich advocated bypassing the committee structure which bottles up his programs.

As a fairly literate and attuned engineer-manager, I had really forgotten the reason that Congress can make the best of policy proposals "dead on arrival", simply by declaring minority efforts to promulgate them, as "out of order".

I believe that Gingrich came within a whisker of pulling something momentous out of the hat last week, by his attempts to end run Congress. This should be a clue that a well orchestrated end

run by the President, direct to the voters, insisting on an up or down vote on his legislation, could produce immense pressure on Congress to let the people's voice be heard without the filtering effect of the lobby-owned committee structure.

Such a specific and sustained message should be able to overwhelm any detraction the media and the other flacks might seek to pose. It would seem so obvious that a combination of open votes on line item veto authority, plus the Economic Growth package, would both clear away the fog being introduced to the '92 campaign, and, force the Dems to face reality in the Fall elections.

In closing, I'd repeat...don't let the Washington bastards grind you down. For the media...attack, attack, attack. They had their pound of flesh over your badly distorted travel logistics, it's time for you to nail some of their hides on whatever barn doors you might still know of in New Hampshire.

Sincerely,

A handwritten signature in cursive script, appearing to read "Don Lively".

Donald E. Lively

P.S. No response needed

P.P.S. Ask Gov. Alexander why I got no reaction to my suggestions re making use of the mountain of retired telecom people to beef up technical training in public education...Wayne Green thought it to be a pretty good concept.

Donald E. Lively
TELECOMMUNICATIONS CONSULTING
3412 McELLEN CT.
LAFAYETTE, CA 94549

GOV. JOHN SUNUNU
THE WHITE HOUSE
WASHINGTON, DC
20---





ACK Corporation

85 MIDDLESEX ROAD
TYNGSBORO, MASSACHUSETTS 01879

~~XXXXXXXXXXXXXXX~~

November 15, 1991

NAN

President George Bush c/o John Sununu
1600 Pennsylvania Avenue, N. W.
Washington, D.C. 20510

Dear Mr. President;

I am forwarding you a copy of this complaint, so that you may be aware of the seriousness of the actions of the FDIC through the RECOLL Corporation.

Thank you very much.

Sincerely,

George O. Turner



ACK Corporation

85 MIDDLESEX ROAD
TYNGSBORO, MASSACHUSETTS 01879
~~24 Hrs Phone (508) 432-4541~~

November 15, 1991

Chairman William Taylor
Federal Deposit Insurance Corporation
550 17th St. NW
Washington, DC 20429

Dear Sir;

Regarding the foreclosure sale of properties owned by George O. Turner and ACK Corporation on November 13, 1991, located in Pembroke, Mass. by RECOLL Corporation.

On November 13th, RECOLL Corporation auctioned off a serious number of properties in Pembroke, Mass. owned by the above parties. The manner in which the auctions were handled were thoughtless, misorganized and without any thought as to what would bring the most money to anyone.

We would like, at this time, to file a formal complaint with the FDIC to stop RECOLL from disposing of any properties, without first hearing the merits of this complaint.

As time is of the essence, please advise as soon as possible.

Sincerely,

George O. Turner
1-508-649-6909
1-508-649-9566

cc: Senator John Kerry
cc: Senator Warren B. Rudman
cc: President George Bush c/o John Sununu

THE COMMONWEALTH OF MASSACHUSETTS
TOWN OF PEMBROKE
NAME OF CITY OR TOWN

OFFICE OF THE COLLECTOR OF TAXES

REIMER & BRAUNSTEIN
THREE CENTER PLAZA
BOSTON, MASSACHUSETTS 02108No 11
OCTOBER 4, 1991

It is hereby certified from available information that hereinafter listed are all taxes and assessments, water rates and charges, which on the above date constitute liens on the parcel of real estate specified in your application dated SEPTEMBER 26, 1991.

THE AMOUNTS NOW PAYABLE on account of such real estate so far as they are fixed and ascertained are itemized below. Any amount not ascertainable is so stated.

DESCRIPTION OF REAL ESTATE

Description should be sufficiently accurate to identify the premises. In the case of registered land, certificate of title number must be given.

BASED ON JANUARY 1, 1990 ASSESSMENT
13,800 SQ. FT. COMMERCIAL LAND 89,700
COMMERCIAL BUILDING: 196,700
12 MONTHS TAXES ENDING 6/30/91 \$3,190.50 TOTAL VALUE: 286,400

NAME OF PERSON ASSESSED ACK CORPORATION
LOCATION OF PROPERTY WASHINGTON STREET

	FISCAL 1992	FISCAL 1991	FISCAL 1990
TAX	NO TAX RATE TO DATE	3,190.50	PAID
Interest		326.42 TO 10/15/91	
Charges and Fees		5.00	
TAX TITLE			
ASSESSMENT			
Moth			
Street Sprinkling			
or Oiling			
Sewer			
Sewer Charges			
Sidewalk			
Street Betterment			
Other Liens			
Committed Interest			
WATER LIEN Recorded Reg. of Deeds			
DISTRICT TAX			
TOTAL		3,521.92	PAID

Apportioned betterment assessments not yet due: \$ \$ \$
INTEREST FROM OCTOBER 1 TO BE ADDED NO. SEWER NO. SIDEWALK NO. STREET

I have no knowledge of any other lien outstanding.

Improvements have been voted, with regard to which there will probably be liens as follows:

FISCAL 1992
MUNICIPAL USERS FEE- TRASH FEE AMOUNT BILLED: \$0.00 BALANCE DUE: NO BILL ISSUED
Unpaid water rates and charges to ESTIMATED APRIL 1, 1991 ACC.#01117 \$90.00 PAID
DATE OCTOBER 1, 1991 BILL HAS NOT BEEN ISSUED

Linda Reddine
Collector of Taxes for TOWN OF PEMBROKE
NAME OF CITY OR TOWN

THE COMMONWEALTH OF MASSACHUSETTS

TOWN OF PEMBROKE
NAME OF CITY OR TOWN

OFFICE OF THE COLLECTOR OF TAXES

RIEMER & BRAUNSTEIN
THREE CENTER PLAZA
BOSTON, MASSACHUSETTS 02108

No 12

OCTOBER 4 19 91

It is hereby certified from available information that hereinafter listed are all taxes and assessments, water rates and charges, which on the above date constitute liens on the parcel of real estate specified in your application dated SEPTEMBER 26, 19 91.

THE AMOUNTS NOW PAYABLE ON account of such real estate so far as they are fixed and ascertained are itemized below. Any amount not ascertainable is so stated.

DESCRIPTION OF REAL ESTATE

Description should be sufficiently accurate to identify the premises. In the case of registered land, certificate of title number must be given.

BASED ON JANUARY 1, 1990 ASSESSMENT
9,783 SQ. FT. ASSESSORS MAP: E13.. LOT: 118...
COMMERCIAL LAND 88,000.
COMMERCIAL BUILDING: 139,400.
12 MONTHS TAXES ENDING 6/30/91 \$2,533.24 TOTAL VALUE: 227,400.

NAME OF PERSON ASSESSED ACK CORPORATION

LOCATION OF PROPERTY WASHINGTON STREET

	FISCAL 1992	FISCAL 1991	FISCAL 1990
TAX	NO. TAX RATE TO DATE	236.46 BAL.	PAID
Interest		2.45 TO 10/15/91	
Charges and Fees			
TAX TITLE			
ASSESSMENT			
Moisture			
Street Sprinkling			
or Oiling			
Sewer			
Sewer Charges			
Sidewalk			
Street Betterment			
Other Liens			
Committed Interest			
WATER LIEN Recorded Reg. of Deeds			
STRICT TAX			
TOTAL		238.91	PAID

Apportioned betterment assessments not yet due: \$..... \$..... \$.....
INTEREST FROM OCTOBER 1 TO BE ADDED NO. SEWER NO. SIDEWALK NO. STREET

I have no knowledge of any other lien outstanding.

Improvements have been voted, with regard to which there will probably be liens as follows:

FISCAL 1992
MUNICIPAL USERS FEE- TRASH FEE..... AMOUNT BILLED: \$0.00 BALANCE DUE: NO BILL ISSUE
Unpaid water rates and charges to ESTIMATED APRIL 1, 1991, \$90.00 PAID
OCTOBER 1, 1991 BILL HAS NOT BEEN ISSUED

Linda K. Rabbene
Collector of Taxes for TOWN OF PEMBROKE
NAME OF CITY OR TOWN

THE COMMONWEALTH OF MASSACHUSETTS

TOWN OF PEMBROKE

NAME OF CITY OR TOWN

OFFICE OF THE COLLECTOR OF TAXES

RIEMER & BRAUNSTEIN

THREE CENTER PLAZA

BOSTON, MASSACHUSETTS 02108

No 13

OCTOBER 4 19 91

It is hereby certified from available information that hereinafter listed are all taxes and assessments, water rates and charges, which on the above date constitute liens on the parcel of real estate specified in your application dated SEPTEMBER 26, 19 91.

THE AMOUNTS NOW PAYABLE on account of such real estate so far as they are fixed and ascertained are itemized below. Any amount not ascertainable is so stated.

DESCRIPTION OF REAL ESTATE

Description should be sufficiently accurate to identify the premises. In the case of registered land, certificate of title number must be given.

BASED ON JANUARY 1, 1990 ASSESSMENT

ASSESSORS MAP: E13 LOT: 4

56,261 SQ. FT.

LAND 84,593

BUILDING: 88,131

12 MONTHS TAXES ENDING 6/30/91 \$1,924.15

TOTAL VALUE: 172,724

NAME OF PERSON ASSESSED ACK CORPORATION

LOCATION OF PROPERTY WASHINGTON STREET

	FISCAL 1992	FISCAL 1991	FISCAL 1990
TAX	NO TAX RATE TO DATE	1,924.15	PAID
Interest		214.42 TO 10/15/91	
Charges and Fees		5.00	
TAX TITLE			
ASSESSMENT			
Moth			
Street Sprinkling			
or Oiling			
Sewer			
Sewer Charges			
Sidewalk			
Street Betterment			
Other Liens *	220.00		
Committed Interest			
WATER LIEN Recorded Reg. of Deeds	130.00	135.00	
DISTRICT TAX			
TOTAL	350.00	2,278.57	PAID

* MUNICIPAL USER FEE LIEN

Apportioned betterment assessments not yet due: \$..... \$..... \$.....
INTEREST FROM OCTOBER 1 TO BE ADDED NO. SEWER NO. SIDEWALK NO. STREET

I have no knowledge of any other lien outstanding.

Improvements have been voted, with regard to which there will probably be liens as follows:

FISCAL 1992
MUNICIPAL USERS FEE- TRASH FEE AMOUNT BILLED: \$120.00 BALANCE DUE: \$120.00

Unpaid water rates and charges to ESTIMATED APRIL 1, 1991, \$ ACC. #01122 \$30.00 DUE

Linda Robbins Paraggo

Collector of Taxes for TOWN OF PEMBROKE

NAME OF CITY OR TOWN

THE COMMONWEALTH OF MASSACHUSETTS

TOWN OF PEMBROKE

NAME OF CITY OR TOWN

OFFICE OF THE COLLECTOR OF TAXES

RIEMER & BRAUNSTEIN

THREE CENTER PLAZA

BOSTON, MASSACHUSETTS 02108

No 14

OCTOBER 4

1991

It is hereby certified from available information that hereinafter listed are all taxes and assessments, water rates and charges, which on the above date constitute liens on the parcel of real estate specified in your application dated SEPTEMBER 26, 19 91

THE AMOUNTS NOW PAYABLE ON account of such real estate so far as they are fixed and ascertained are itemized below. Any amount not ascertainable is so stated.

DESCRIPTION OF REAL ESTATE

Description should be sufficiently accurate to identify the premises. In the case of registered land, certificate of title number must be given.

BASED ON JANUARY 1, 1990 ASSESSMENT ASSESSORS MAP: E13 LOT: 4A
40,000 SQ. FT. LAND 83,100
BUILDING: 31,792
12 MONTHS TAXES ENDING 6/30/91 \$1,279.90 TOTAL VALUE: 114,892

NAME OF PERSON ASSESSED ACK CORPORATION

LOCATION OF PROPERTY 10 WATER STREET

	FISCAL 1992	FISCAL 1991	FISCAL 1990
TAX	NO. TAX RATE TO DATE	1,279.90	PAID
Interest		151.76 TO 10/15/91	
Charges and Fees		5.00	
TAX TITLE			
ASSESSMENT			
Moth			
Street Sprinkling			
or Oiling			
Sewer			
Sewer Charges			
Sidewalk			
Street Betterment			
Other Liens *	220.00		
Committed Interest			
WATER LIEN Recorded Reg. of Deeds	160.00	160.00	
DISTRICT TAX			
TOTAL	380.00 PLUS TAX	1,596.66	PAID

* MUNICIPAL USERS FEE LIEN

Apportioned betterment assessments not yet due: \$ \$ \$
INTEREST FROM OCTOBER 1 TO BE ADDED NO. SEWER NO. SIDEWALK NO. STREET

I have no knowledge of any other lien outstanding.

Improvements have been voted, with regard to which there will probably be liens as follows:

. FISCAL 1992
MUNICIPAL. USERS. FEE- TRASH. FEE AMOUNT BILLED: \$120.00 BALANCE DUE: \$120.00
Unpaid water rates and charges to ESTIMATED APRIL, 1991, \$ACC. #01467. \$30.00 DUE

Linda Kessner Tarazona
OCTOBER 1, 1991 BILL HAS NOT BEEN ISSUED
Collector of Taxes for TOWN OF PEMBROKE

THE COMMONWEALTH OF MASSACHUSETTS

TOWN OF PEMBROKE

NAME OF CITY OR TOWN

OFFICE OF THE COLLECTOR OF TAXES

RIEMER AND BRAUNSTEIN

THREE CENTER PLAZA

BOSTON, MASSACHUSETTS 02108

Nº 15

OCTOBER 4 19 91

It is hereby certified from available information that hereinafter listed are all taxes and assessments, water rates and charges, which on the above date constitute liens on the parcel of real estate specified in your application dated ... SEPTEMBER 26, 1991.

THE AMOUNTS NOW PAYABLE on account of such real estate so far as they are fixed and ascertained are itemized below. Any amount not ascertainable is so stated.

DESCRIPTION OF REAL ESTATE

Description should be sufficiently accurate to identify the premises. In the case of registered land, certificate of title number must be given.

BASED ON JANUARY 1, 1990 ASSESSMENT

ASSESSORS MAP: D13 LOT: 19

15,710 SQ. FT.

LAND 68,720

BUILDING: 44,765

12 MONTHS TAXES ENDING 6/30/91 \$1,264.22

TOTAL VALUE: 113,485

NAME OF PERSON ASSESSED G-O-T REALTY TRUST

LOCATION OF PROPERTY 263 WASHINGTON STREET

	FISCAL 1992	FISCAL 1991 - 1989	FISCAL 1988
TAX	NO TAX RATE TO DATE		PAID
Interest			
Charges and Fees			
TAX TITLE		5,329.28 TO 10/15/91	
ASSESSMENT			
Moth			
Street Sprinkling			
or Oiling			
Sewer			
Sewer Charges			
Sidewalk			
Street Betterment*			
Other Liens	220.00		
Committed Interest			
WATER LIEN Recorded Reg. of Deeds			
DISTRICT TAX			
TOTAL	220.00 PLUS TAX	5,329.28	PAID

* MUNICIPAL USERS FEE LIEN

Apportioned betterment assessments not yet due: \$..... SEWER NO. \$..... SIDEWALK NO. \$..... STREET

INTEREST FROM OCTOBER 1 TO BE ADDED

NO.

SEWER NO.

SIDEWALK NO.

STREET

I have no knowledge of any other lien outstanding.

Improvements have been voted, with regard to which there will probably be liens as follows:

FISCAL 1992

MUNICIPAL USERS FEE - TRASH FEE AMOUNT BILLED: \$120.00 BALANCE DUE: \$120.00

Unpaid water rates and charges to ESTIMATED APRIL 1, 1991, \$ACC. #01120 \$174.58 PAID

DATE

OCTOBER 1, 1991 BILL HAS NOT BEEN ISSUED

Collector of Taxes for TOWN OF PEMBROKE

NAME OF CITY OR TOWN

Amy Hillmann
6611 26th St. W.
Bradenton FL
34207

NAN

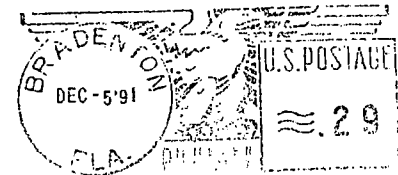
Chief of Staff John Sumner
1600 Pennsylvania Ave. N.W.
Washington D.C. 20500

Chief of Staff John Sumner:
Hi. My name is Amy Hillmann.
I am a student at Bayshore High School
in Bradenton, Florida. I am writing
you because I am interested in knowing
more about your job as Chief of Staff.
I am a junior in high school. I
have been interested in politics since my
freshman year. I am writing many
different politicians to find out more about
their different responsibilities.

How do you like your job as Chief
of Staff? Is it a difficult job? It
seems like you have many different
duties. How long have you had this
job? What do you do? What did you
do before becoming Chief of Staff?
Please respond to this letter as soon
as possible. Thank you for your time.

Sincerely,
Amy Hillmann

Amy Hillmann
6611 26th St. W.
Bradenton, FL 34207



Chief of Staff John Sununu
1600 Pennsylvania Ave. N.W.
Washington, D.C. 20500

NAN

November 30, 1991

Dear Dr. Sumner:

As a member of the Archaeological Institute of America's Roman Study Group, Long Island Chapter, I am compelled to give an annual talk. Next Thursday, I will speak on "Julius Caesar before the Rubicon," and I was fortunate to be guided by Professor Scott Wheeler of West Point, History Department. Professor Wheeler is an expert on ancient Roman history, and he likes to compare that civilization to our own. I don't have to remind you that our founding fathers were well versed in Roman law and history, and they worked hard to absorb the lessons of the past and to adapt its finest points to our own. I believe Caesar would be proud of President Bush. They both can be described as renaissance men. Like Caesar, the President is an economist, intellectual, statesman, champion of the people, commander-in-chief, and protector of the world order. Like him, President Bush is obliged to protect the Republic from the economic problems which are making many citizens downwardly mobile and to protect our defenses and the defenses of our global allies against military challenges by competing societies which may be capable of challenging and overtaking our military might in the near distant future.

Although not an engineer, Caesar appreciated the fact that Rome's military and civil engineers were the best in the ancient world, and he pushed them to perfect shipbuilding, bridgebuilding, tunnelmaking, road building, public building, and siegecraft to new heights. Since Caesar's

forces were always outnumbered, he understood that victory and peace rested in alliances, a full treasury, mental will, logistics, strategy, and tactics. Caesar also understood that the bulk of the Roman military were career soldiers because of economic circumstances, and he worked hard to protect the shrinking Roman middle class and to relieve the poverty of the rest. Caesar's eyes like those of the President were on the near and far distant future. What group of peoples would have the humanity, common sense, fair play, and absence of xenophobia to take Rome's place if its position were eclipsed? And what society would have the humanity, common sense, fair play, and absence of xenophobia to take America's place if our Republic is eclipsed?

I am confident the President and his staff has given this point every consideration. America's future rests on a comprehensive domestic program. And I look forward to January. Caesar did not shrink from grave challenges, and nor has the President. Indeed, Caesar rebuilt Rome. President Bush will inaugurate many public and housing projects providing opportunities for our idle and underemployed architects, structural engineers, surveyors, landscape and interior designers, carpenters, electricians, plumbers, and unemployed persons of all ages and backgrounds who can be drifted into the building trades.

I wish to close another matter with you.

Tanaka's national public works project requires a strong hand. FIDR had Secretary of Interior Harold Ickes to oversee such innovative and vital projects as the TVA, the soil and forest conservation program, the PWA, oil conservation, water management, etc.

You are the President's Harold Ickes!! A focused, forceful, and problem solving personality is now needed to oversee soil and forest conservation (will California be America's next dust bowl?), our coal and gas reserves, bridge, tunnel, subway, and speed rail construction. You are the perfect person as the next Secretary of the Interior to create and oversee the Long Island Sound Authority (LISA) for bridge and tunnel construction from Connecticut to Long Island. (I understand the Japanese, Kuwaitis and now the Europeans have excellent multi mile channel tunnels.) You are an advocate of national math literacy because math competency allows our citizens to embark on any career. You convene your authority in this cabinet position to design and construct a federal math library system staffed with librarians that are science and math literate. And America's superb film industry can help make understandable math and science films. And then America will be first in math literacy! I recruit prominent speakers for the Great Neck Chamber of Commerce from Brookhaven Natural Laboratory. One fact disturbs me. Young scientists and engineers from Japanese companies like Nippon Steel who are apprenticed at BNH live very lavishly. They can afford young wives and children,

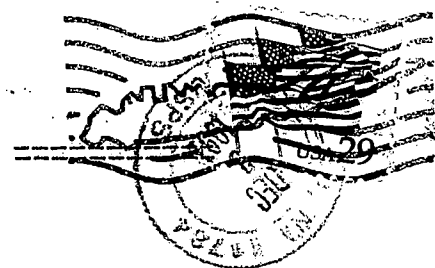
weekend golfing, and leaving home off site because of their handsome company stipends. Their young American counterparts at BNL are unmarried, childless, and ~~like~~ live like deprived college students!! As Secretary of the Interior, you can carve out an opportunity to create 500 units ^{each} of state of the art housing for the young graduates, students, scientists, managers, and support staff at BNL and its many national counterparts. These units should be of precast concrete and computer smart. The designs should be such that they can be cloned and adapted throughout the nation.

Lastly, like Caesar, the President must push our engineers and scientists to new heights. Robotics and plastics are very important to our air force. Our great corporations like Boeing need this technology. Secretaries Watkins and Cheney should push the applied science departments at BNL and its counterparts in those directions. I am also confident you will help the President carefully consider the sale of Mc Donald Douglas's commercial division to the Taiwanese. I adamantly believe that the Japanese should not be allowed to rearm now or in the future. From one stray Carthaginian ship, the navyless yet ingenious Romans were able to create quickly a great fleet. Even the military genius Hannibal couldn't prevent his society's eclipse.

P.S. FDR had to remind Secretary Aches, a journalist and attorney, that unemployed Americans exist daily. I know you, a practical man, understood this fact.

Sincerely,
Sharon Kelly

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