

THE RUNAWAY NATIONAL BESTSELLER

GERRY SPENCE

AT HOME,
AT WORK,
IN COURT,
EVERYWHERE,
EVERY DAY

locks & keys from:

HOW
TO ARGUE
AND WIN
EVERY TIME

19 WEEKS ON
THE NEW YORK
TIMES
BESTSELLER
LIST

HOW TO ARGUE AND WIN EVERY TIME

By Gerry Spence

Argument: The 'Hammer & Nails' with which he constructs winning cases.

The greatest gift is the gift of learning; not complete until it is passed on.

Argument is the affirmation of our being.

Argument is the principal instrument of human intercourse.

Without argument, THE SPECIES WOULD PERISH.

We must argue: To Help, Warn, Lead, Love, to Create, Learn, Enjoy Justice, to BE.

The Art of Argument is the Art of Living

We argue because we must. Life itself demands it.

Because, at last, Life itself...is but an argument.

It is indeed an ART. There is a technique; a mindset. But, EVERYONE can make a winning argument (anywhere).

The Powerful Argument comes, not from disavowing our Divine Uniqueness in favor of someone else's style, or values, but from tapping into the wondrous well of our own personhood.

Why do we fail to win when we argue? The enemy is not the other, or our lack of voice or presence, lack of genius, wit, or words. We fail because we affix certain locks to ourselves, that imprison our arg., bar us from assuming a successful stance and adopting a winning method. **We will identify the disabling Locks and the enabling Keys.**

The Locks are Yours. But so are the Keys.

Let us learn how both to argue and how not to argue; to combat the powers of others and to empower ourselves; to recognize our fear and overcome it...to create, to sing, **and to let our souls run free.**

Let us proceed with unrestrained passion in our play.

Let us learn how to argue, and to win...every time.

Learn to open the doors and free the psyche. Why Argue?

LOCK 1: "I don't like to argue, and I don't like people who do. So why not try to get along? Besides, when I argue, I lose."

Remember, we were born to make the winning argument.

We don't need silver hair or booming voice; we can speak quietly in our kitchens and win. We don't need speech lessons, or vocabulary. With our bosses, our spouses...

But locked in our psychic closets, we can never make a winning argument.

Sometimes we've locked ourselves in; sometimes, by parents or teachers, or ourselves.

How did we get so bound up, so hunkered down, so mute?

From the moment we were born, we have been conditioned to avoid confrontation

1. Cries muffled w/bottles. We've been taught as puppies are taught: "Don't bark." Parents, teachers, preachers, priests unleashed immense pressures upon us. They forced us to accept their ways, their religion, their philosophy, their values; conventions, politics; their...wisdom. The powers of community norms create boundaries of mind and spirit that stand intolerant of challenge. We've been turned into walking, lumbering, laboring, ...mostly trouble-free machinery.

We've learned it is better to conform than to be. "Argue? How dare we argue!"

But the human spirit is like the dandelion growing in the garden.
We should discover and cherish that little hair-root that is each of us.

KEY 1: We need only give ourselves permission-our permission- to look out of our little closets; step out, look around, ask questions, demand respect, share our creativity and ideas; to speak out; search for love; seek justice; TO BE.

LOCK 2: “I’m afraid to argue; it just causes trouble. How can we argue with people we love; alienate our families; anger our friends, our fellow workers, our employers? You only lose when you argue.” Our experience affirms that “Silence is safe.” This fear that disables us...how do we deal with it?

KEY 2: Fear is our ally. Fear confirms US. Fear is ENERGY that is convertible to power – OUR POWER. Fear is friend and foe alike; adversary and ally. Fear is painful. Yet, it challenges me. It energizes my senses. In the presence of fear, I become alert.

I have learned not to be ashamed of my fear, but to embrace it.

One cannot be brave without it; for is not our bravery merely the facing of our fear?
Fear confirms that at my heart core, life, not death, is the authority. The dead are not afraid.

Fear is the painful affirmation of my being.

To affirm myself is to experience the courage to make the argument.

For, All Arguments Begin With Me. **To affirm our fear is.. The Courage To Be.**
Argument springs out of our authority; It escapes from us as our thought and feeling. As our sounds, our music, our rhythms. When we give ourselves permission, the argument bursts out of our lungs...out of the words born of our hearts. **When we give ourselves permission, we re-discover our will to win.**

LOCK 3: But I’m not like the great orators or preachers. I have no Talent for argument.

KEY 3: You have a power of your own that no one can ever match.

We have become focused, not on how to identify our own uniqueness, but to strive for sameness or imitation: Be like John Wayne, or Michael Jordan.

But, Why do we imitate others’ ways of thinking, accept their values,...

Why do we relinquish our own authority to a church, a political party, a creed, or an employer?

By seeking to become like them, do we not cast aside that which makes us valuable beyond all comprehension? The perpetual quest for acceptance, as part of the social machinery, is a form of psychic self-destruction. I am repulsed by the thought of our need to conform; to give up that which distinguishes us from all of the others.

How can one argue, AT ALL, if one does not argue from one’s own authority?

When we imitate another, we murder ourselves; and thus dead, are as powerless as the dead. As the imitators, we are fakes; and the counterfeit...is valueless. When my

argument begins with me – when it emanates from my authority; it will bear the fingerprint of my personhood. That print is distinguishable from all others in the history

of the world. The key to the winning argument is to understand that, and to believe it. The great quest is to find the individual soul-print; the singular stamp that belongs only to us.

LOCK 4: Why should anyone listen to ME?

KEY 4: YOU ARE YOUR OWN AUTHORITY. THAT'S ENOUGH.

In this country, we repose a certain faith in the wisdom of the common man; for the common man is familiar with life in ways in which many of us are ignorant.

Wisdom usually does not fall from high places. The mighty and the splendid have taught me...little.

I have learned from my dogs than from all the great books I have read. The wisdom of my dog is the product of his inability to conceal his wants. There are no games.

No professor told me that I might live a more successful life, if I simply ask for love...when I needed it.

How do I know who on the road knows the way

In the end, I AM FOR ME, AS YOU ARE FOR YOU, THE ONLY AUTHORITY.

The acceptance of external authority as my overriding authority blocks all discovery of the self. Such acceptance inhibits all growth and mimics death. For no act is more suicidal than casting aside of one's personhood, and replacing it with the alien authority of another.

LOCK 5: But, if I am my authority, are they not also THEIRS? How can I win?

KEY 5: A winning argument is possible only when speaking out of our own authority, we address the authority of the other's. Successful argument is a communication between the acknowledged authority of both parties to the argument.

That I argue concedes to the other the right to argue back.

That I speak and wish to be heard admits the other's right to also be heard.

But nothing in the bargain suggests that either should surrender his/her authority.

I retain the authority, as does the other, to accept or reject those arguments that are true, or not, for me. We cannot argue to those who have no authority of their own.

Unless the other retains authority, we're arguing to the dead.

"Please Argue With Me."

In the end, ARGUMENT IS NOT ALWAYS LIKE COMBAT WITH WORDS.

IT IS MORE LIKE INTERCOURSE. An activity that is more satisfying and valuable when both parties join in.

LOCK 6: If I argue, I want to win.

KEY 6: Ask yourself, 'What is winning?' Do we mean their abject surrender? Words are weapons. Words kill; words maim. Words of rejection, betrayal, hatred, or denial can destroy as surely as a dagger. Words can cause war.

Argument is a tool with which we can achieve an end; satisfy a want; fulfill a desire.

Argument is the art by which we can connect and interact successfully with the other.

Successful argument, therefore, can never be a verbal bludgeon, with which we beat the other into submission and surrender.

Winning IS GETTING WHAT WE WANT. If argument is the means by which we obtain from the other what we want, then we must make room for the notion that

argument may take multiple forms. Contest; hostile or aggressive; debate; love offering; providing help; understanding; cooperating with the other.

The Power of the Mirror: Trust Begets Trust. Demonstrations of Love are the most Powerful of All Arguments.

New Paradigm of Argument: Argument may take as many forms as there are arguments to be made...and wishes to be fulfilled. In the end, Argument is a means by which to bring about change – a change we seek in ourselves or in others. So seen, Argument is the most powerful weapon ever devised by Man for Love, or Peace, or War.

To argue and win, we must understand Power.

LOCK7: I'm not a powerful person. Those I face are always more powerful than I.

Key 7: ALL POWER, YOURS AND THEIRS, IS YOURS.

What is power? The power peculiar to each of us is that force which distinguishes each of us from all other beings. Our power is our creativity; our joy; our sorrow; our anger; our pain. This energy is our personhood; the extraordinary mix of traits and talents and experiences that make up the fingerprint of our souls. This power belongs to us...AND ONLY TO US.

Power is an idea; a perception; a judgment; a thought. This thought: The power I face is always the power I PERCEIVE. Saying it differently, THEIR POWER IS MY PERCEPTION OF THEIR POWER. The source of their power is therefore in MY MIND. The power others possess is the power I give them. If I have endowed the other with power that the other does not possess, then I face my OWN power, do I not? My own power has become my opponent, my enemy. On the other hand, if the other possesses power, but I do not perceive the other's power as effective AGAINST ME, HE HAS NONE. None for me.

We often encounter opponents who excel where we do not. We can squander our time, our energy, all of our power, in worrying about our opponent's power...and thus give our power to him. No argument, no matter how skillfully delivered, will change our opponent. The only people we have the power to change, are ourselves. I refuse to relinquish any of my power to my opponent. I keep my power. I use it to prepare MY case; to take care of MY client. "You are all right; if you will spend your power in discovering and being who you are; if you will present yourself as genuinely as you can; if you will speak out of your core, out of the innocent center; out of the place where the last remnant of the child abides; from which, indeed, all true power is born. It will be enough. (One more thing:) I hereby give you the power to WIN!"

By understanding Power, we can make bosses' power...powerless against us.

Everyone's personality is pockmarked with holes, like a block of Swiss cheese. A hole may represent a place void of intelligence where wisdom should have filled it. Another may show a paucity of sensitivity, insight, or empathy. WE USE POWER TO FILL THE HOLES OF OUR PERSONALITY.

Lord Acton: All Power Corrupts. Absolute Power Corrupts Absolutely.

Responsibility and Power: Symbiotic twins. Neither can be effectively exercised without the other.

Judges need lawyers. Bosses need workers. Isn't it obvious that power is finally vested...in the powerless? And the power to aid those in power, those who bear the

responsibility, is always... OUR POWER. And when we exercise our power to aid those who have power over us, we vest ourselves with power, do we not? Power is like a pistol with barrels that point in both directions. When one with power pulls the trigger against someone with lesser power, the bullets fly in both directions. As a weapon, power has little to offer. It germinates resentment and reaps hatred. It fosters the deep and abiding need for revenge. Power exercised without love releases an adverse karma that returns to defeat us. Where or when, we never know. But it will return with all of its destructive force, with all of its gathered vengeance.

REVENGE IS THE BASTARD CHILD OF JUSTICE.

Example: He shredded the competition; lost the case. Hadn't he won the battle? One juror later said, "Mr. Spence, why did you make us hate you so?" In the merciless barrage that I leveled, I inadvertently attacked even the jury; for my cruelty forced them to the side of the defense. I had unleashed all of my power. In doing so, I had defeated myself. Power is like gasoline. Spread aimlessly over the landscape, it can result in an inferno; it can cause untold harm. Correctly contained, it can cook supper, or transport us to Boston. Power is deceptive; for at times there is no one more powerful than the powerless.

Remember: Our power, and our opponents' power, is born of ourselves. All power originates from us. **ONLY FROM US.** At last we understand: **WE ARE POWER. ALL OF THE POWER.**

THE INCREDIBLE POWER OF CREDIBILITY

LOCK8: No one listens to me. Why should they? Who am I?

KEY8: Anyone can be credible. But, we must risk...telling the truth about ourselves. The first trick of the winning argument is abandoning trickery. Most of us do not tell much of the truth about ourselves. We hold back our hurt, our anger, our deep dread; fear to reveal our fear, joy, jealousy, hunger, ideas, insecurities...ourselves.

Credibility comes out of the marrow of our bones. Great pretenses win nothing.

To win, we must be believed; for that, we must be believable. For that, we must tell the whole truth...about ourselves. We must argue from the place where the frightened child abides; where the whimpers and wailing are held back; where the anger boils; where the monster rises up and screams; where the lover and the saint and the ancient warrior fuse. That is where we must focus: In that rare, rich place, that nucleus of our being. That is the magical place where credibility dwells. Technique has little to do with credibility, and therefore little to do with winning. Credibility is becoming the child.

LOCK9: We are lied to every day: By the media; by politicians; by our employers; by everyone. Lying is a way of life. Isn't successful argument merely learning to become an expert liar?

KEY9: We can fool the other for a while; but eventually, their credibility detectors will sense: This is not the truth. At that point, every argument is lost. "Psychic feelers" test all that is said, heard, and seen. We have sensors to detect a sound, a look, a movement, that does not quite fit. The psychic mechanism, by which we recognize the ring of truth, and protect ourselves from those who invade us with pretense and deceit.

LOCK 10: Don't tell me a person can't be fooled. I've been taken in.

KEY 10: When it happens, our credibility detector was overridden BY OUR WANTS. We want to trust, to believe we are loved; to get rich quickly; we want...more than we want to pay attention to our credibility detectors. Don't distrust all. JUST LOOK, AND LISTEN.

LOCK 11: I tried to tell the truth most of the time, but people don't take me as seriously as I want.

KEY 11: Openly revealing our feelings establishes credibility...for we are what we feel.

Our willingness to openly reveal our feelings in our argument nearly always builds our credibility. Many of us refuse to express our feelings because we fear we may become angry. But often our anger shields fear. Our child's conduct may make us angry; but we are afraid our child will get into serious trouble. Argument may be combat; and like any combat, it ultimately gives rise to fear. Our fear of losing the argument, and the resulting consequences of our loss.

LOCK 12: ACTING! That's what I think arguing is really about. I was never good at acting.

KEY 12: ACTING IS SIMPLY REVEALING THE TRUTH. And to be a good actor, one must be credible. Acting is being. True acting is never pretending. It is instead the process of revealing the truth of the character in the situation in which he finds himself.

Acting requires the actor to get in touch with the truth of his feelings: anger, joy, surprise, sorrow, pain.

If we pretend, eventually they will perceive that something is awry; at that moment, we have lost the argument. We are believed, and the other convinced, because we tell the truth about the facts we know and the feelings we experience.

LOCK 13: So how do I tell the truth? Maybe I don't know how?

KEY 13: Learn to speak as if you are naked. We have become a society that rewards, not who we are, but how we appear. It is more important to look good, than to be good." Our image, as opposed to our substance, is presented and marketed like so many nicely packaged peaches. And what we see is NOT what we get. We are so confounded by our own disguises, and others', that we no longer know who anyone is. Behind our psychic shrouds lies the great power of credibility that permits us all to argue, to be heard, to be understood, and to win.

LOCK 14: If I tell the truth...what I really want, I'll suffer from it! I've already learned that.

KEY 14: Revealing our honest desires, asking for what we want, makes it very difficult for the other to refuse us. People don't want to say no, to our face, when we have plainly asked for what we want, and our request is reasonable and just.

The form and content of the winning argument may stem from the logical, intellectual mind...but the ENERGY; the POWER; the stuff that EXCITES AND MOVES...that makes us CREDIBLE, and eventually CONVINCES...is born of the SOUL. Because an

argument from the soul is truthful; it bears the ring of truth. It's credible. Ah, the power of the honest, who will but tell us...what they want...who they are.

THE POWER OF LISTENING

LOCK 15: They argue, and I argue back, but I never seem to win.

KEY 15: Just LISTEN, and you will start to win. Listening is the ability to hear what people are saying, or not saying, as distinguished from the words which they enunciate. If we are never heard, understood, or loved, we find ourselves alone-even when we are with someone

Usually, there is a need to be heard behind the racket – pain behind the rage.

Hear the fear beneath the noise. Ask, 'What pain drives this cacophony?' Let the Soul's ear tell us what it hears; then trust it. (Trust your experience) How the words come together-the syntax, tone, inflection, carry more information about what is being said, and who is saying it, than the words themselves. We are taught to be logical, and to demand proof; but the conscious, logical mind can only handle a few concepts; but the Soul's ear listens to whole libraries of data, from which it instantly constructs its bottom line: the feeling. We can tune into it, and hear its wisdom. Also, we can tune into the music that carries the words. Do people play a live and happy sound, or sad and depressed? Is it strong and affirmative, or weak and tentative? Do we hear music, or the sound of a monotonous machine? Do the sounds match the words? Sounds from the voice are like light that is shown through a filter. The light takes on the color of the filter; and the sounds of the person take on the substance of the person who authors them. The sounds always carry the argument better than the words. The sounds betray the urgency; the sense of caring; the anger; the ring of truth; the power that can change the jury. Sounds carry the meaning. It is only when the sounds penetrate, prod, and awaken, that they affect.

BODY LANGUAGE

When you mimic someone else's position, and ask ourselves how we feel, we can learn what they are feeling.

Ex: He watches jurors walk into the box. Bounce? Swagger? The way they carry themselves is a stamp life has placed upon them.

The way people move is their autobiography in motion.

Dress: flashy tie: maverick?

THE POWER OF PREJUDICE.

LOCK 16: Prejudice locks the mind, so that nothing can enter or escape. It's like a room filled with junk.

You can't reason with prejudice.

The question isn't, "Are we prejudiced?" but, "What are our prejudices?"

Example: "Banksters"-snooty, boring, care not for the poor. Golfers, too.

KEY 16: Information is the key to protect ourselves from prejudices.

Peoples' prejudices come in clusters. The concept of 'clustering' is useful, although it is a prejudice itself. It is rife with pitfalls and exceptions. Its best function is to put us on notice.

LOCK 17: So, having found prejudice, how do I deal with it?

KEY 17: This key won't unlock many doors, after they've been jammed with prejudice. Self-interest is an impenetrable wall. The core prejudice is for one's continued existence. **Reason won't work against self-interest.**

The survival instinct... (ex: Lumberjack vs. old-growth forest)

Self-interest is always paramount. But, if you shift the thrust to address the self-interest of the other.

The necessary act of empowering the lumberjack (by placing him on the committee):

We cannot win an argument when the other has no power to accept or reject the argument. Attack the prejudice, not head-on, but by tacking and slipping into it.

Address the self-interest of the other. Also deal with social prejudices, be they noble, evil, principled, or corrupt. Our social attitudes are mostly known, predictable and controlling.

How do you argue into the storm of prejudice? You tack into it. But, some sincere people have prejudices set in stone. Winning with them may be just listening politely.

I would rather have a mind opened by wonder, than one closed by belief.

Ex: Scopes monkey trial (1932).

Remember: Winning is Getting What We Want. In this situation, what we want, in the long run, is to preserve our supply of productive life for use in fruitful endeavors.

We do not want to be wasted. I have ALWAYS reserved for myself the right to determine what battles I will fight; what arguments I will make; and to whom. We should care for ourselves as much as a general should care for his soldiers. Winning, therefore, is not always; winning is sometimes appreciating the wisdom of a tactical retreat; especially in place of immutable prejudice; in face of this impenetrable vault that locks the mind. Beware of prejudice. Understand that every argument cannot be won with every person. Were it otherwise,...the world would have been conquered long ago by logic and justice; and those of us who strive for their triumph, would be out of work.

The Power of Words

The best arguments shimmer with wit, dazzle with metaphor. Using clichés, we become boring ourselves. Use the creative gifts of others. Often, the people around us – average people - are one of our best resources. They speak indelicately, but straight from the heart, with a simple wisdom that intellectual patricians often lack.

When you argue, remember to bring passion into your arguments; and you will have taken a long step toward creating an argument that will be a winner.

Structure of an Argument

LOCK 18: I couldn't write an argument if my life depended on it.

KEY 18: DON'T WRITE. Use what you already know: **How to tell a story.**

The strongest structure, for any argument, is always story.

Storytelling has been the principal means by which we've taught one another from the beginning of time. Movies, TV, and theatre are highly developed forms of storytelling. Jokes are stories. Christ's parables are stories.

We must begin to think in stories.

The story argument is so powerful because it speaks in the language form of the species.

It's structure is natural. It permits the storyteller to speak easily, openly, from the heart zone. It provokes interest. It touches us in our tenders...where our decisions are made. Where to begin it? Sometimes, at its ending – If you want someone to understand the consequences (or moral) of the story, this is good. (Ex: Sammy's car brakes and the cow) You create a 2-pronged suspense: Will the driver be killed? And what was the cause of this horror? The listener's interest will be held until the story is told.

The story is always built around a Thesis: a point of view that is advanced by the argument. When we begin to prepare our argument, we ask: What do we want? What's the principal argument that supports us? What facts, reasons, justice exist to support the thesis? What is the story that best makes the above arguments?

Development of thesis

1. Write your thoughts as they come to you. "I'm entitled to be happy, and I'm not happy where I'm at. I don't want to squeeze all of my life out on this job, where I feel I'm being wasted." Thesis: I'm entitled to live my life in a more satisfying way.

2. PREPARE. Before making your argument, do your homework. PREPARE. Restaurant? Visit one. Know the owner. Learn about food costs; equipment; licensing; insurance, and rent. Do a shift or two, at your expense, to see how you like it. Go to the library; look up books; articles, and periodicals that deal w/diners. Investigate where to relocate. Call the chamber of commerce to find out what the competition would be. Schools, churches...? Writing down facts as you learn them, and connecting these and your thoughts into ideas, provides a gross fund of thought, from which you'll begin to arrive at the Net. Review what you've written. Strike out what doesn't fit. Rearrange, tighten, and outline the ideas. It might include:

"I'm entitled to live my life in a more satisfying way. Not happy where I am. Life is a toothpaste tube; a little more squeezed out each day. Soon empty. Wasting myself." Go on: Money need to earn, better school, better place to live for the kids. "I'd like to be my own boss. Own a diner-9,10 stools. Small Wyoming town." And so on.

Then look at the other side of the argument. What are you giving up? What are you possibly in for? If you get sick? The competition? Is it too hard?

Preparing our Argument prepares us to make an intelligent decision for ourselves.

Sometimes, he finds that he doesn't want to make the argument at all. Better to discover this in your study. EVERY ARGUMENT BEGINS WITH US. If we have not prepared ourselves to make a credible argument, we ought not make it. On the other hand, if our preparation has been thorough, and our argument right, we will know it is founded on fact, including the most important fact of all: **That what we argue for, is what we WANT.**

He Writes Out His Argument, because that's how he loads it in his mind, and confirms that it is important enough to devote time and thought to it. It also confirms our respect for those to whom we will deliver the argument, so that both we and the other are acknowledged as persons worthy of the effort.

That we are committed to our argument will be proved by our Preparation; and, in return, our Preparation will cause the other to Respect us. Respect is a wondrous mirror.

Another reason to write it: To explore what you know. You never know what's hidden in the cracks and crevices of your mind until you search for it. The mind can reconstruct

sentences as it pleases, gild words with emotion, then play back the words with lyrical sound and oratorical fury. It can also cause the hands and arms to provide appropriate gestures; the face to take on the correct expression; the eyes to gleam and sink with the message being delivered; and it can do all of this automatically. But if we do not prepare thoroughly; if we do not know the facts intimately; we must fake it or admit we do not know.

The Bullshit Artist's stock-in-trade is hype; rhetoric; and the verbal mirage. He is sometimes accepted; sometimes adored; but not for long. He is always exposed; and in the end, he can win no arguments. Eventually he cannot identify fact from fiction. And since the first rule of argument still prevails, that every argument begins with us, his argument will finally prove to be as incredible as he.

After Outline, let's go over it many times; re-arrange and edit. Circle key words in red; write a descriptive phrase or metaphor that symbolizes the soul of the case-the Theme-which supports the argument's thesis.

THE JOYS OF PREPARATION

There's Where the Magic Begins. Many young lawyers want an easy formula to bypass stodgy work.

True preparation is NOT WORK: It is the JOY OF CREATING !

It is wading into LIFE; rolling in it; embracing it; LIVING IT.

Preparation is simply the nourishment of the heart zone.

Genius is not some fortunate arrangement of brain cells. Genius is ENERGY.

DIRECTED ENERGY. GENIUS...IS SIMPLY PREPARATION.

I do not work when I prepare my arguments. I am at play. I am a child when I prepare. As Child, I never tire of my play. As Child, I'm self-centered, focused, enthralled, delighted, curious, joyous, excited, greedy for the pleasure...of my play.

As Chiefs Mohall of the Nez Perce proclaimed, "My young men shall never work. Men who work cannot dream. And wisdom comes to us...in dreams." So you want to convince someone? Research it! Learn it! Live it! Prepare it! Go Play! Go prepare your argument! Write out your thoughts! Learn how it feels to discover, not only what there is to know about your argument, but also what there is to discover about yourself.

Create Mind Pictures. Words that do not create images should be discarded. Words that have no emotional or visual content ought to be avoided. Words that are directed to the sterile intellect should be abandoned. Use simple words; words that create pictures and action; words that generate feeling. I'm not as concerned about choosing the right words as I am about letting them flow naturally. I VISUALIZE my arguments; I don't intellectualize them. Avoid dull and empty abstractions, which are on a level beyond the action. Use action words and pictures.

When people explain things in the abstract, I grow weary. I say, 'give me an example. Show me how you do it. Show me a time line of the events. Show me a picture of the broken leg. Tell me what it felt like. Make me see it; make me feel it; make me CARE...if I can't care, I can't make anyone else care.

HERE'S THE RULE: STICK WITH THE ACTION. AVOID THE ABSTRACTION.

Concession, and the Power of Confession.

Concession is a proper method both to increase credibility and to structure an argument successfully. I always concede at the outset whatever is true, even though it is damaging.

A concession from you is not nearly as hurtful as an exposure coming from your opponent. We can be forgiven for a wrongdoing we have committed; we cannot be forgiven for a wrongdoing we have committed and tried to cover up. A point against us can be confessed and minimized; conceded and explained. We will be heard if the concession comes from us. But there will be little patience if our explanation comes after we're exposed.

Opening Up Your Audience

LOCK 19: How do you get them so they'll at least listen to you? How do you open them up?

KEY 19: Give **them** all the power. Tell the truth; be who you are.

Whenever the other wants to hear us, the simplest argument will win.

Most often, the mind's ears are shut down when one is intimidated by an argument.

If we are perceived as a threat, our argument will never be heard. If they fear us.

If I accept, will I feel as if I've given in?

Suffer loss of money, stature, power, position?

Will I be expected to do something I don't want to do?

Does your argument in any way threaten my well-being?

Before they will open to our argument, we must deal with **their** fear.

The key: Empower them to reject us. Put our power in the others' hands. Relinquish power to them; avoid the others' fear of us.

Ex: Hunter and hermit.

The presentation should begin by creating a positive contact. Smile.

Smiling a lot, assuming the stance of the nice guy, does not lend credibility; does not open the other to our arguments.

To be liked, one must be respected; must be believed; must be believable; must be who one is: no masks, naked, no nice smiles when one does not feel like smiling. To be accepted, just tell the truth. To gain rapport, why not tell the truth? The plain, old truth.

Ex: Mr. Snead.

Ex: Intro of Mr. Spence, Tree-Hugger.

And so, to open the other to your audience, tell the truck. Do not patronize your audience. Don't tell cute jokes. And please: do not assault them with a lot of nice guy smiles. Be yourself. That's enough.

(Side 3)

How to Deliver the Winning Argument (by Releasing the Sound & the Fury)

The Voice plays the music of the Soul.

Listen to the sounds-only the sounds-made by everyone around you.

(Are you boring?)(Who is Charismatic?)

What is Charisma? It is ENERGY from the HEART ZONE.

Charisma is when the speaker's purest feelings are delivered to the other. It is not diluted; it's RAW; it's the passing of our PURE ENERGY; our PURE PASSION! Say you had a Feeling reservoir-steaming w/excitement. You want to transfer this to another. How do you do it? If it were water, you might insert a hose, and siphon it. The charismatic speaker transfers his excitement through his voice and presence, to his audience. Energy activates his vocal cords, transformed into sound and rhythms, that reflect his feelings. Simultaneously, it activates his body; his face and body respond in sync-naturally. It flows to his audiences' reservoirs. Some are more open to him than others. ALL are affected by the energy

LOCK 20: I'm not sure I can feel all the feelings you talk about. And if I can, I don't know how to let them go.

KEY 20: One way to release feelings is to learn to sing. We must learn the sounds of sadness, of joy; the soft, enduring tones of love; the powerful sounds of anger.

LOCK 21: Singing or not, I am still locked up!

KEY 21: Let's go back to our beginnings. Listen to children- to the sounds of their laughter, their anger, their pleasure; their surprise! Their pain. They were born knowing how to feel, and how to express their feelings in natural sounds and simple words. They possess what has been stolen from us – and what we must re-take. Try an exercise. Don't THINK about feeling. Take the risk of being a child again. Go to some small, natural place where you can be alone. Now listen to the silence. It creates a small anxiety. It's like a white canvas, waiting to be. Hum and sing a tune that reflects how you feel. Sing louder and louder. If you have the courage, you may retake the most important part of the self: The part that has been stolen from you for so long, you've forgotten it. Say what you feel. Hear yourself say it. Listen. The courage to retake the self seeps in. Say out loud your feelings w/o words. Say out loud the sounds of your feelings. Tomorrow, go through this again. Explore how anger sounds. Trees crash; waves break; thunder. Growl like the wolf. Take a breath, and force the sound from deep inside the chest. Pound your chest. Let arms fly; feet stamp, fists strike at the air. Let the sounds fly to eternity. Afterward, sit and ask, "Have I learned anything? Who taught me?" You have learned from your experience; from discovering yourself. That you can speak your feelings. That feelings have sounds. That words are nothing more than sounds that carry feelings, like telephone wires carry sounds. Words are the conduits, the agreed-upon sounds of a social order, to carry the feelings of its members. The words themselves, however, are not the expression of truth. The FEELINGS are the ONLY TRUTH. And the feelings, therefore, are all that can express the truth. On the 3rd day, bring your phone book. Repeat the last 2 days' activities. Now, think of something that brings you great joy. Say the one word that expresses your feeling. Transmit your joy; think and feel its transmission. Listen to the sounds. Anger; joy; sadness; indignation.

Now, read the phone book: Out of your anger, and joy and sorrow, and to demand justice. Now speak 2 words, to convey anger, sadness, happiness, convey the existential question. Only when you can say 'I am', and use these 2 words to express every feeling, can we truly assert "I am." Like a painter, the colors must be available to him.

Practice often in your secret place. After, you can practice – maybe in your car. First, choose a feeling – maybe an unwelcome one. Locate it in your gut. Say a sound that permits the feeling to be released. While driving, say the sound out loud. Shout it. Watch your face as you shout it. Do not let loose of the feeling. The sound and the sound words must be soaked in each other.

Now, choose a common word that expresses the feeling, and say the word. But **never let the word escape your lips unless it is soaked in the feeling.** Say whatever feelings you are feeling – without words.

Ex: His “emotion” speech on the way to a trial. You must begin to speak out of the full palette of feelings that are yours. Sing the sounds in the shower. Say the sounds in the car. Sing songs to your children, your mate. Be shameless. Open up like a child. Shout! Cry! Be! Be open. (He trains trial lawyers by teaching them painting.) As he painted, he made the sounds of the orator. He learned much about the musical composition of argument. As he varied the brush strokes, so he varied his tone and presentation: speed, pitch, and duration. Like a painting, an argument could be best made with a variety of color. Yet, too many colors cause the painting to lose its power. As in language, the colors become muddy, the design blurred, the meaning lost. I learned that the negative spaces in the painting, as in speech, are as important as the positive. Instead of painting the figures or object, one might paint everything but the design, which became the design. In the same way, the spaces between words were as important as the words themselves. A word could be emphasized, and a thought underlined by silence...by space. In a painting, the eye can take in only so much detail before the details blur and merge. So it is in argument. The rapid, close, unbroken delivery of words causes the ideas to become blurred, and to recede into common noise. I have learned in painting, like argument, that one must have the courage to begin. Beginning is breaking the silence in your secret place. Before you stands a virgin canvas. So it is with beginning an argument. It takes courage to strike with sound in the silence of one’s secret place, or in the courtroom, or anywhere else. The most important times in every painting are when to start, and when to stop. One stroke too many can destroy a painting; one word spoken after the argument is complete can destroy it. We must know when to stop. We must know that a poor argument cannot be made better by using more and more words. The non-trick to the delivery of the power argument is simply to **feel**. When we feel, we can deliver the great argument, the powerful oration, the charismatic interchange, the winning argument at home: It all begins with feeling. To feel, we must take the risk of pain, of criticism, even of rejection; but the payoff is to deliver the winning argument. And the reward is to be alive.

Creating the Magical Argument by Arguing Out of the Heart Zone

LOCK 22: I don’t believe in Magic. What’s the Matter with Logic?

KEY 22: Great Arguments do not originate from the head, although the head is at work like a rudder. Great Arguments come erupting out of a Magical Place.

What is written, and what is spoken, are as different as Swahili and Beethoven. It is not the words alone; not even mostly the words that carry the meaning; but the sound, the rhythms, the body, the gestures, the eyes – the whole person. Reading a speech and delivering a Magical Argument are different arts: One, of writing; the other, of speaking. One is like painstakingly drawing a child; the other is like giving birth to a child. No matter how well the written argument is delivered, it can never move the listener; it can never transform a jury; it can never win like something born spontaneously from the soul. The numerous imperfections were the very marks of authenticity the jury heard with the ears of their hearts. People who are telling the truth are not as concerned with making pretty phrases, as with letting their souls run free. Power comes from the heart of the speaker, in the sounds and rhythms of the voice, and is confirmed in the movements of the body and expressions of the face. In short, Power comes from the Heart Zone. But, how do we open the headgates so that our arguments (come out right)? 2 simple elements. First, Preparation. Second, mustering the courage to give oneself over to the Magical Power of the Self. Nourished=Preparation. Being Freed: ? How can we let go? It's like jumping from the High Dive for the first time. Letting go, releasing oneself (from notes), standing there naked, speaking out of the heart, and not the head, is like that. The Magical Argument is a leap into yourself.

Every triumph is preceded by fear. Fear always initiates the act of breaking free. Turn inward. Feel the Fear. Touch your body where it resides. Feel it. For there we can begin with something we know is Real. We jump off into freedom whenever we tune into our feelings. The feelings are stored behind the same dam, and run down the same watershoot as does the Magical Argument. Once I have focused on my feelings; once I have tuned into the whole self, I have opened the gate to the Magical Argument. The Ultimate Courage is the courage required of man to affirm himself. That is, to affirm his fear of being, and his anxiety of non-being. Having done so, having given oneself, or 'jumped,' the Magical Argument will begin.

The experience of the Magical Argument is not an intellectual one. Still, it doesn't abandon reason. There remains a conscious 'Over-self' that acts as a control center; that hears the argument, edits it and keeps it within bounds.

Baking bread. In the same way, when we have prepared our argument by mixing in the essential ingredients of fact and logic and commitment; when we have outlined it and reduced it again; when we finally have baked it in the heat of doubt and fear, what comes out will be quite wonderful. Indeed, quite Magical.

The Unbeatable Power Argument – The Knockout

LOCK (same lock): Even though I've listened to this tape, I still have doubts that I can get it all together.

KEY (same key): The Power Argument is an argument so Powerful in its Structure; so Compelling in its Delivery, that when we assume the Power Stance, the argument cannot be defeated. The PA need not fill the air with noise; it need not destroy the opponent.

It can be quiet, gentle; it can embrace love, not anger; understanding, not hate; it can employ ordinary language. There's one compelling, overriding reason, always, to deliver the PA: Losing...is so painful.

Ex: When he began, he lost many cases. Then he asked, "Is losing a necessary part of my life?" No. "Well, if losing is not a necessary part of my life, why do I lose? Who gives permission to my opponents to beat me? PERMISSION!!" As a child, being whipped by the bully every day, until one day being whipped was no longer an acceptable way of life. Once he withdraw his permission for the bully to beat him up, he was no longer beatable. The shift in the paradigm from one who granted permission to be beaten, to one who withheld such permission, was the Magic. For there to be prey, the prey must agree to play the role of my prey. Once recognizing my power to give or withhold permission to be prey, I would never again give permission to my opponent to beat me. **And I would never again give myself permission to play the role of the vanquished.** It was that simple. The change permeated my being; and I became a Winner.

People tell him that, when he walks into a room, people can feel it. Some claim I occupy the whole room. That is their perception. For me, the room, the territory, is MINE, and I am at its nucleus. Everything in the Universe begins with me, for me. Let us call this the Law of the "I-Nucleus." This Law is also true for you. View the stars from 360 degrees. Are you not in the Center of the Universe? Are the people in the room, as you turn, not turning with you as the axis? Are you not at the Nucleus of your Universe? It is MY power to place myself, or someone else, at the center of our Universe? Should we not give a certain respect to one with such a power – ourselves?

We can slip into arrogance, and abandon humility. Because one occupies the center of one's own universe, it does not preclude humility. One occupies that position only because one has made the CHOICE; not out of arrogant, but out of truth. And TRUTH IS NEVER ARROGANT.

I warn you: A WINNING STANCE IS NEVER ACHIEVED BY TRYING. Trying is for Losers. Trying implies the possibility of losing. I will Try to win. I will Try not to lose. If, after trying, they have lost, well, they Tried, did they not? **Losers always try. Winners never try. Winners only win.**

A court trial is WAR. The argument of a case before a city council, or a board, or any committee with power is WAR. When such decision-making bodies with power are gathered to hear our arguments, we must understand that the dynamic IS one of war; and the key to winning any war is to control it. I do not control my opponent. But to win, one must always be in control of one's OWN forces; one's OWN self; and hence, one's own war. We control the war; for we are in control of ourselves. I do not brag or threaten. Bragging is the standard symptom of insecurity. And threatening is the universal display of weakness. The strong do not threaten. The strong do not need to.

I am speaking of a simple mindset that does not make room for loss. It is one that extends permission; but only to win. It is alert; creative; aggressive. It is willing to take risks, but is unwilling to act foolishly. This mindset is one willing to accept fear as a necessary step in the preparation for battle. If given a choice in which all consequences are equal, the choice will be to attack; for attacking establishes control. It is OUR attack, is it not? If there is no clear strategy available, the choice will likewise be to attack; for attacking will require the opponent to alter his position in relationship to the attack; which places us in control. The attack creates the opportunity for our more decisive and focused strategy. If the opponent has attacked, we may retreat; but we do not relinquish the initiative. We retreat only to take a better position for the counter-attack. When we refuse to take the initiative because we're afraid our opponent will respond; that is, when we're afraid the opponent will engage us, we operate in a safety zone. But we can do no damage to the opponent in a safety zone. Operating well back from the line, and delivering the margin of safety to the opponent is a common cause of loss. In the end, we lose the war because we are unwilling to win.

When in doubt, take the initiative; release the attack; institute the offensive. Such is the best strategy. And let our attack be relentless. The relentless attack creates invincibility.

But know that attacking can be the wrong strategy. We are not at war with our loved ones, or our children, or our friends, or our employers. Other times, also: We cannot attack the person in the white hat. We must wait until our white-hatted adversary has been revealed as the villain, who misappropriated his white hat. We do not attack a weaker person, or a child; any person obviously frightened or who, for a variety of reasons, is unable to defend themselves. We are not mean. We may attack their case; their view of justice; the truth of their witnesses; their motives. We do not attack them, except when it appears that they have been untruthful in their testimony. Then, it is often better that our attack reveal our sadness, rather than our anger, that they are unable to tell the truth. And the attack must always be fair. Fairness is the tiny voice that thunders from behind every argument. So what if our opponent presents what we believe to be a non-truth. Do we call him a liar? People do not like to hear someone called a liar. When one calls another a liar, he reveals a part of oneself that is equally ignoble. Still, sometimes must call a spade a spade. Here's how he once handled it. "I've been taught, from the time I was a little boy in Sunday school, that you should never call anybody a liar, even if he is one. I don't like people to be called liars. We use all kinds of words to keep from saying that word. ["worst mendacity I've ever heard." Misrepresentation.] But if I'm going to demand in this case that we speak the truth, the plain old truth, in ordinary English, ... (Dr. Gaughman) called this the Big Lie. He said this was a license to murder. And so, following his guide, I'm going to call it in plain old three-letter English: The Big Lie." The attack, there, is on the issue; not on the lawyer. And usually, the most effective response to any attack is not a defense, but a counter-attack, which returns control of the contest...to us.

LOCK: I need something more concrete. Give me rules, a formula.

KEY: The 10 Elements of the Great Power Argument.

1. Prepare, until you have BECOME the argument. Proper preparation requires you to analyze the facts, and assign roles to the parties. Cast our side as the good guys, unjustly accused, wrongly despised, gravely misunderstood.. Cast our side as the underdog.
2. Open the other to receive our argument. Empower the other to do so.
3. Give the argument in the form of story. Fables, allegories, and parables.
Remember: All others are conditioned to listen to stories.
4. Tell The TRUTH. Credibility possesses incredible power. Being who we are is powerful. Saying how we feel is powerful. To be open, and real, and afraid, if we are, is powerful. TRUTH IS POWER.
5. Tell the other WHAT WE WANT. Never leave them to guess what we want; for they may guess wrong. Also, it spoils our credibility. Others do not expect honest persons to play games.
6. Avoid sarcasm, scorn, and ridicule. Use humor cautiously. Be careful of the temptation to show contempt and disdain for the opponent. Hold back insult. No one admires the cynic, the scoffer, the mocker, the small and the petty. The employment of humor can be the most devastating weapon in an argument. But beware: attempting to be funny and failing is deadly.
7. Logic is Power. If it is on our side, let's ride it all the way. If it isn't, if it leads us to an unjust result...Logic does not always lead us to truth, or to justice. It defeats spontaneity. It is often dull and without spirit. Do not give up creativity for Logic.
8. ACTION and WINNING are BROTHERS. The worst of head-on attacks is often better than the most sophisticated defense. I never permit my opponent to take control. I do not defend when I can attack.
9. Admit at the outset the weak points in our argument. We can expose our weaknesses in a better light than our opponent, who will expose them in the darkest-possible way. An honest admission, having come from us, not only endows us with credibility; it also leaves our opponent with nothing to say but what has already been said and admitted. However, we must not outsmart ourselves by endowing our opponent with a genius he doesn't possess. How often an opponent voluntarily reveals a flaw in his argument that I would not have seen, but for my opponent's having shown it to me. We tend to invest our opponents with an intelligence and wisdom they may not possess.
10. UNDERSTAND OUR POWER. GIVE OURSELVES PERMISSION...ONLY...ONLY...TO WIN. But remember: Arrogance...and Insolence...and Stupidity...are very close relatives. Take the Winning Stance. Turn on the Magical Argument. Open Up, and LET THE MAGIC OUT. TRUST IT, TAKE THE RISK; JUMP!!! With all this knowledge-how to prepare, how to deliver, how to feel, how to be...We're ready to make the Powerful Argument that will win...every time.

Places where we argue. The Loving Relationship.

LOCK: If you don't stand up for your rights, and for what you want; if you don't put your foot down, and put it down HARD – they'll run you over like a Mack Truck on a bunny rabbit. You have to fight to survive.

KEY: The magical irony of the argument in the love relationship is that, to win, one must learn to lose. Arguing at home is a consummate skill; more an art form. Fail at home, and Love will dry up like a poisoned poppy. The Love Relationship at its apogee, is that magical melding of the energies of two, that fulfills the divine promise of the human potential; and at its low point, it is slavery; entrapment; hell. But both the best and worst...begin with the self. I say never give the self away. It is different from all other selves in the history of the universe. That is the precious entity we bring into the relationship. Just don't GIVE the self away. Visualize the self. Let it be something you can hold; a cup, perhaps. And within this one-of-a-kind cup is contained your spirit: The marvelous stuff of your personality; your love, your creativity, your wisdom, your anger, your insecurities, your fears... Suppose now you enter the Love Relationship. You bring the cup of Self into the relationship. But so does the other – which is just as unique. Must the Self – the entire Cup and all of its contents – become the price of admission into the Relationship? Do we not understand that if the other must give the Self, then there can be no relationship? When a person has given the Self away, they become an Empty Person; a person without Self. I will gladly take from my Cup and give my Love, my Loyalty, my Energy, my Creativity and Devotion. But I cannot give the Cup. For if I have given the Self, nothing remains from which to provide Love and Loyalty and Devotion and Caring. The confusion arises when we fail to distinguish between giving of one's Self, and the giving from the Cup. The Work Slave, having given the Self, has nothing to give that cannot be given by a machine. The same is true for the Love Slave; nothing remains; the Cup is gone. The Love Relationship is something like a simple business partnership; they do not own each other. They respect each other; they contribute their work, their caring, their loyalty, their creativity, to the cause of the partnership. But they do not become one. If the will of one consumes the other, the partnership is destroyed, so that what remains is only the dominant person and his menial: A master and a slave.

To argue and win in the Love Relationship; that is, obtaining what we want from our relationship, requires strategies; and strategies require the establishment of priorities. So, what do we want? First, We want to love and be love. We want to be happy and secure. We want to grow and discover. The Love Relationship is the garden in which we plant, cultivate and harvest the most precious of crops: Our selves. And in which the other is provided the same rich soil from which to grow and bloom. If this is what we want, only a fool would diminish its possibilities by attempting to control the relationship; for control and love, indeed, control and a successful relationship are antithetical. So she loves what you hate? But one with the first brains of a demented mongoose understands that, by putting one's complaints in hibernation through 2 hours of Bartok, one will bring joy to the other. And that is a pretty cheap price for joy, is it not? Where can you buy it cheaper?

If the art of argument in the Love Relationship is obtaining what one wants, then an immutable Psychic Law comes into operation. Simply put, one cannot obtain what one wants from a Loving Relationship unless the other also obtains what the other wants. When these opposing wants collide, the true art of argument must appear on

the scene to preserve the domestic tranquility, and to invigorate it. One must also master the art of losing. Control in the Love Relationship is a Beast; like an Alligator. Eventually, the compulsion to control everything – except the compulsion itself – will invade even the most trivial issues.

In the Love Relationship, the exercise of Power as Control is not an appropriate weapon. Love...is the appropriate weapon; the only weapon. My entreaty is that the Control Weapon...be checked at the door. Take yourself unarmed into the relationship. You are still free to be who you are. You have but left the Control Weapon outside; the weapon intended to do the other in; so that the other is also free to be unintimidated in the Love Relationship as well. In a Love Relationship, a Trust Relationship, such weapons are irrelevant. Can you see the parties otherwise? Issues in most marriages, are not the issues at all. There's only that one ubiquitous issue: Who's going to control? But if one controls the other, one maintains a relationship only with oneself; the other is only a puppet. When one is in control of the marriage, there is no marriage. Control in marriage has nothing to do with ability or success. Everything in the Love relationship mysteriously works in opposites. The winner in the domestic argument is never the winner. And the winning argument is most often the argument that was never made.

Before you begin an argument, discover what the argument is really about. Without pretenses, wars would never be fought. Is not the desire to provide the others' wants a natural consequence of loving the other? In a loving relationship, does not providing the other his or her wants fulfill our own? Hence, have we not won? When one loves the other, what need is there to control? When one relinquishes the impulse to control, one has mastered the most important step in the fine art of losing; which paradoxically becomes the exquisite art of winning. Let us say it again: To master the art of domestic argument, master the art of losing.

The strategy of every argument is tailored to reflect who the participants are, and what the goal of the argument is. The difference (between judge and spouse) is defined by the decision to be rendered. A judgment of guilt or innocence. But in love relationships, we should never empower each other to pass such judgments. Instead, arguments are the vehicles by which the participants get with each other. Ex.: Picking wallpaper: "Well, there's plenty of samples in the wallpaper book." But sometimes, the differences are irreconcilable. But here, love relationships have the advantage; for there, one can speak out of love and understanding, knowing that control is not the issue; knowing that one will be heard, and loved, by the other. LOCK: What about anger? If you don't control their anger, they'll eat you up with it.

KEY: Hear anger, not as anger, but as pain. Follow The Pain. FOLLOW THE PAIN. A marriage without anger is a marriage between corpses. Anger is an emotion as real as love. A person without anger is a person without feeling. But anger hurts. Why shouldn't I control and prevent the other person from turning it loose against me? Anger, you'll recall, comes from hurt. It is a response from pain. Knowing this, when the other responds in anger, one must terminate the

argument BECAUSE THE OTHER IS IN PAIN. To terminate, let a little silence sit. The say, "I'm told that anger comes from loneliness or fear, or guilt, or jealousy, or rejection, or frustration, or from some other kind of pain. That anger covers hurt. I don't want you to hurt. I don't want you to have pain. I need to know why you are hurting. I want you to tell me, so I can do something about it. I want to do something about it because I love you. Will you tell me?"

I say their anger is a gift. With someone less valuable, their anger would be withheld. It confirms our closeness. It teaches us to listen; to understand; to be compassionate. When we discover the cause of the pain, we will be able to address the cause; and having done so, magically, the anger will begin to fade.

Listen for the sounds of anger, for the words. Don't be put off by them; hear them as signs of hurt, and find the hurt. FOLLOW THE HURT. He lost many arguments because his wife had the simple good sense to withdraw and listen. She saw the rage without drawing it into herself, demonstrating incredible sang froid while watching him like someone watching a passing tornado from a shelter.

What do we do with OUR anger? It's all right to be angry. Being angry reveals our ability to feel, and proves we are alive. As we understand anger in the other, so let us understand anger in ourselves. The key is to find the pain in ourselves, and follow it. FOLLOW THE PAIN. A simple way to handle our anger: Detect your anger. If you're not ready to deal with it, do and say nothing, but examine your anger. Disengage your anger (from any other). Follow the anger to its source. If you are angry, you have been hurt. FOLLOW THE HURT. Identify the hurt with words to yourself. Say, "I was hurt when..." (What happened?) Speak of your hurt, not of your anger. ANGER BEGETS ANGER. Dumping more anger on the other is indeed a poor way to treat your hurt. But when you speak of your hurt, without anger, a non-angry response will usually be returned in kind. Say, without anger, quietly, "I know you didn't want to hurt me, but when you (said/did)..., I felt hurt." If whenever you recognize that you are angry, and stopping, and follow the above exercise, you will eventually become skilled at dealing with your anger in a constructive, loving way that will enrich the relationship, rather than wound or destroy it. The winning response when one is hurt is to acknowledge it, and communicate it; because it is honest, and tends to stop the progression of injury begetting injury. Becoming vulnerable to the other is the best argument; the most effective way to obtain from the relationship what one wants. What we want is love, is it not? And understanding, and acceptance, and respect, and closeness. That is winning; is it not?

Arguing with Kids

LOCK: I want my kids to grow up as good citizens. I want them to be successful people. One accomplishes this by proper parental control, discipline, and hard work, on both the part of the parent and the child. Yet, when I argue, my child does not listen. When I argue, my child often does the opposite of what I want.

KEY: The Magic Mirror phenomenon of the parent/child relationship decrees that if you want a loving child, give love. If you want a child who respects, respect the child. If you want a child who lashes out for freedom, control the child. If you want a child who hates, impose your power on the child. What you give, you receive.

Why would one wish to argue with a child? Indeed, children are most often right. (He relies on their wisdom and example) They more often know what they need and what is good for them than we their parents. If I could live with the knowledge I have acquired as an adult, and apply it with the innocence of a child, I would be a more successful human being. Had I been more sensitive to my children, I would have learned more about feeling, and less about the deluding method of reason and logic. Had I been wiser, I would have seen my children as teachers, rather than pupils, upon whom I too-often foisted my seriously flawed wisdom. When I realized I was in some ways a miserable failure as a parent, that I began learning to become a better one. I watched my wife, Imogene. She saw her two boys as individuals who were fully entitled to her respect, even as infants. She listened to them; trusted them. She gave them freedom; she never nagged them. As the important issues of their lives arose, she made room for them to make their own decisions. I found the dynamic fascinating. The more she trusted her children, the more trustworthy they became.

The Key to the parent/child relationship is Respect. It is not enough to merely love a child. We commit the most heinous wrongs in the name of Love. In the early days of my parenthood, I'd not yet learned that a Relationship is always a mirror; that children cannot respect us if we do not respect them; and that if we use power against our children, our children will use power, sometimes in perverted forms, in return. I had not yet learned that, if we treat our children as friends, they will treat us in kind. We do not use power on friends; we do not manipulate or punish friends. We trust friends; love them and help them. We accept friends for who they are; we do not try to change them. We do not punish friends for possessing the same instincts; the same raw desires, the same frailties that we possess. Would that we could treat our children as friends. Instead, we demand that our children, as children, conform to standards that we, as adults, have never been able to meet.

If I could teach parents only one thing concerning the art of arguing with children, it would be to love them better. Love requires us to free our children, and to trust them. We cannot keep our children captive and love them. We must face OUR fear of them being freed. Love not only protects, but releases. Love not only shelters, but provides freedom.

Definition of Arguing: The process by which we achieve something we want. First, we must determine what we want from them. To be successful. Is it fame, or wealth, or status? Is it our child fulfilling the dreams we did not fulfill for ourselves? Or, is success that state achieved by one's child, in which the child happily pursues and fulfills his passion, whatever it is. Would you not agree that success is not

measured in money, or power, or position, or prestige, but in our child's becoming a fully evolved person? In the real world, we want our children to be well-adjusted, and capable of coping. We want them to be successful as human beings. To freely bloom.

Question: How does arguing with our children advance our goal that our children freely bloom? Understand the truth of parental power. We can dominate and control; make them cry; conform; obey us; mimic us; despise us; and hate themselves. We can cut them and beat them with it. But power cannot make the child create, or bloom; and therefore it cannot make the child become successful. And power cannot make our children love us. Power is practically good for nothing, except to be used against equally ignorant power. And even there, love is usually more powerful.

The power differentiation between parent and child is so great that there is really no room for argument. It is so great, that even the mildest persuasion can become oppression. When the child is old enough to argue back, it will be War; hostility, fueled with the energy of years of powerlessness and anger. The only Cure is for the parent to get on the side of the child; to argue FOR the child; and to end forever the war. Otherwise, the argument is but the further presentation of Power. The child's argument is a rebellion against Power.

The argument with children is won many years before adolescence sets in. It's won with unconditional love; with respect and with trust. It is won by having been the child's advocate; the child's friend from the beginning, without having expected anything in return. It is an unconditional Love that is experienced by the child, whether the child responds as the parent may desire, or not. Love begets Love; and Power begets Monsters.

Force and Hate are Twins. The winning argument will have been Love; Losing: Discipline. W: Respect; L: Manipulation. W: Honesty; L: Hypocrisy. W: Freedom; L: Control. If the child has been afforded winning arguments during its lifetime, there is little against which the adolescent can revolt. The child will spring forth into the world with joy, not hate; with respect and love, not fury and violence. To give to the world a child who is capable of joyously blooming, is the gift of the successful parent. The winning argument is Love.

Arguing in the Workplace.

LOCK: Arguing at work can be like hollering at the time clock; or worse, like pulling the tail of a tiger.

KEY: Like any game, one cannot play the corporate game successfully without understanding the game. What do we want from the boss? Respect. If he respects us, he will pay a fair wage, provide ample security, and furnish safe and comfortable working conditions. He will listen to what we say, implement our ideas, and encourage our creativity. RESPECT; that's all we want.

Our relationship with our employer. A corporation isn't even a GROUP of human beings. It's a fictional structure; an entity. You can't see it. They exist only as

print on paper. Understand who is in control of the corporation. It is largely a myth that human beings control corporations. Although lifeless, the corporation chiefly runs itself. "The corporation is an immensely powerful machine; ordered, legalistic, rational, yet utterly out of human control; wholly and perfectly indifferent to any human value." Ask, who are we in this corporate milieu? We are the crew. We are asked to work endlessly, to care sincerely, and to sacrifice without question for the best interests of the company ship. We are taught loyalty and team play from our earliest days. We are taught to love the church, to be loyal to the school, to the club, to the country. I simply recite the historical fact from which we derive the idea that loyalty to inanimate entities, to fictional structure, is laudable. But how can we be loyal to a fiction? How can we be loyal when the corporation cannot appreciate, or even understand our gift? One can safely give one's gifts of self only to the living; to beings who can respond in kind with loyalty. The corporation, by reason of its structure, alienate us from our superior, and their superior; from our work; and at last, from ourselves. But when we are loyal to a conviction, to a standard, to a moral imperative, to an ideal, we are in fact being loyal to ourselves. When we are loyal to a friend, we are loyal to one who possesses the ability to respond. Here, an argument as a friend in the corporate workplace, can begin. Almost all arguments in the corporate environment must be directed toward generating greater profit. Not on the basis of justice, or need, or a history of X years of unfailing loyal labor. Justice is as irrelevant to such arguments as sawdust to applesauce. To argue for a raise from a corporate employer, one must always demonstrate that the higher wage will likely create more production, and more profit. For example, "I could cut down my outside work; buy a new car; further my education." For a promotion, the argument is always the same: To demonstrate that one's move upward will advance efficiency on the job, hence more production, hence more profit. "I'm a good teacher... The men like me, and would want to please me... I'd become a working foreman..." The rule never changes. Profit, not justice, is the key to advancement in the corporate milieu. All this largely applies to the government sector as well. The ultimate payoff in government is Power. In gov't service, as in corp. svc, one wins by not losing. By not rocking the boat; by not trying to change the system; by not demanding of the system that which it cannot deliver; by being kind to one's self – that is, by not extending one's self beyond comfort. But one also wins by satisfying one's self that the job done is good and honest. One also wins by not expecting a pat on the back from the handless bureaucracy; but by patting oneself on the back for having satisfied one's own self.

Remember, no matter who signs the paycheck, we always work for ourselves. No matter who hires or fires, we always please ourselves. Always, we live up to our own standards. In the end, that is how we always win.

Perhaps there is another way to survive in the corporate/govt. jungle. It requires a viewpoint antithetical to the reason many are in corporate and government service in the first place: Security. I suggest 2 strange hypotheses. First, the more one seeks security, the less secure one will be. Second, the more security one appears to acquire, the less security one actually possesses. Security is not in a job, or money.

Jobs, pensions, positions – all can be repossessed or eliminated by those who created them. One year we saw GM fire 75,000 workers at Christmastime. No one is more insecure than the worker who depends on the corporation or the government to provide him his job or his pension. The worker is but a number; a cost of labor; a commodity that goes into the making of the product. And a number is not secure. A number can be increased or reduced on the budget at will. Let us therefore not seek and long for security too much. Let us instead sit on the verge of insecurity. Let us look over the edge; look into the pit; let us feel the agitation in the belly. Let us, by acknowledging our insecurity; by facing it, embracing it, affirm the courage to be. The ultimate security in this life is the product of courage. The Self is the source of all security. As a worker, one will be most secure if one comes to work each morning willing to be fired. What better security exists than the knowledge that one is not trapped, not dependent, not a mere number? The ultimate security in the corporate mileau, or elsewhere – anywhere – is the Self. Not the boss; not the corporation; not the pension plan; but the Self. Security is the product of dealing openly and honestly with the Self. Persons who are servants of the Self evolve into the most valued corporate employees. They are the ones who are responsible; who can be trusted; they are the ones, finally, with Power. They are the ones who backslappers, those who have sucked their way up, turn to, when they're in trouble. The bureaucracy, corporate or government, exists without virtue, life, or power, except through those who have the courage to be servants of the Self.

One of the most effective means by which we share ourselves is Argument. I say, therefore, one has a duty to argue. It is the price we pay for the space we occupy on this Earth. Thomas Jefferson had a duty to argue. So did Madison; Lincoln; and Martin Luther King, Jr. Christ, Mohammed, Buddha, Paul, Joan of Arc...each had a duty to argue. Mother Theresa has a duty to argue; and Nelson Mandela; and Ralph Nader. And so do we. When we witness an injustice, we have a duty to argue. We know how. When we see human beings unjustly used, disrespected, exploited, injured, we have a duty to argue; we know how. When we hear unjust statements, we have a duty not to permit their poison to spread unabated. We have a duty to argue at home with those we love; with our mates and our children. We have a duty to argue for ourselves, and with ourselves; we know how. Yes, we even have a duty to argue with God. Having provided us the skill, I take it that God would be greatly disappointed, should it go untested.

And so, go out, and argue, and win. Every time.