

ABSTRACT

The Role of An Intuitive Consultant With Decision Making at the Business Level

Renée D. Takacs

Atlantic University, 1996
Advisor: Dr. Henry Reed

This thesis identifies the value that an intuitive consultant can bring to the decision making process of the business manager/leader. The student, who is an intuitive consultant by vocation, presents the findings of: (1.) original research conducted with four business managers, (2.) interviews with nine intuitive consultants who work in an advisory capacity to business managers/leaders, (3.) a correlation between transpersonal concepts and the role of the intuitive consultant, and (4.) a summarized study that recognizes an emerging social stratus, identified as "cultural creatives", that philosophically embraces the role of the intuitive consultant.

The student/intuitive consultant documented a sixteen-month relationship between the student/intuitive consultant and three types of business enterprises: an entrepreneur, a partnership, and a major corporation. The student/intuitive consultant discovered four common factors that surfaced during the research: (1.) the educational process needed on behalf of both the client as well as the consultant, (2.) the necessity of trust, discretion, and confidentiality, (3.) the need to create resourceful documentation, and (4.) the recognition of a transformation of consciousness on behalf of the manager as well as on behalf of the student/intuitive consultant.

Nine intuitive consultants share their views on their role, their vision, ideal or purpose for working with business, and the potential evolution of this vocation.

INTRODUCTION

The purpose of this thesis is to educate the reader on the value that an intuitive consultant may bring to the business manager/leader. In order to do that, the student, who is an intuitive consultant by vocation, conducted original research with the cooperation of four business managers who were working in three separate business organizations: a restaurant (entrepreneur), a financial consulting group (partnership), and a major corporation. This investigation chronicled the consulting process, the information provided, and the evaluations offered by the participating business managers.

The role of the intuitive consultant is identified by the student/intuitive consultant, by the participating managers, and by a total of thirteen intuitive consultants who were interviewed. The intuitive consultants shared how they view the role of an intuitive consultant, expressed their vision, ideal, or purpose for using their intuitive skills to assist business leaders, and offered evolutionary possibilities of this profession.

As this study falls within the realm of transpersonal studies, transpersonal concepts will be presented with consideration given to the correspondence between transpersonal psychology and the role of an intuitive consultant.

Sociologist, Paul H. Ray, recently identified an emerging cultural stratus, the "Integral Culture". This Integral Culture philosophically embraces the values and principles of the intuitive consultant. This thesis includes summarized material from Ray's extensive research.

Chapter One Structure of Original Research Project

Intention of Research

In order to investigate the stated subject, the student/intuitive consultant established consulting relationships with four business managers from three separate business enterprises: an entrepreneur, a partnership, and a major corporation. Each person was either a friend, associate, or previous co-worker of the student. With respect to confidentiality issues, the managers will be identified as Manager "A" and "AA" who were two of five partners in a financial consulting group. Manager "B" is an independent restaurant owner/entrepreneur. Manager "C" is a manager with a major corporation.

Basic Procedures Implemented and Letter of Agreement Provisions

The managers signed a "Project Proposal Agreement" which included information on Atlantic University and the philosophy of the transpersonal studies master's degree program. The agreement contained the following provisions:

- The manager agreed to meet for a period of at least one year on at least a quarterly basis.
- The student/intuitive consultant agreed to provide the manager with an enhanced ability to excel in their businesses for the betterment of the individual, the company, and the community.
- The student/intuitive consultant agreed to tape record the sessions with the manager, and the manager would receive a transcribed report from all sessions.
- The managers agreed to review and verify transcribed information presented in a report format.
- The student/intuitive consultant agreed to keep the managers' names and the company names confidential. The corporate manager wrote an addendum explicitly to protect their identification and association with this project.

During initial sessions, the student/intuitive consultant obtained an overview of the functions of the businesses, their immediate and long-range goals and concerns, and evaluated personal profiles of the managers and of their co-workers. All sessions were tape recorded. Generally, the student/intuitive consultant offered immediate advice, with any additional information retrieval done at the consultant's office.

The reports, initially, were transcribed verbatim from the taped meetings, but shortly thereafter, the reports were abbreviated to accentuate highlights and forego wordy conversations.

Profiles of Participating Business Managers

Manager "A" was approximately thirty-one years old and college educated with an MBA degree. He had approximately ten year's experience working in the business world when, due to a layoff situation, he and Manager "AA" collaborated on the concept and formation of a financial consulting group which included three other individuals. He is a martial artist who studies Aikido, enjoys golfing, and assists the church community.

Manager "AA" was approximately forty-six years old and college educated. He had approximately twenty-three years of experience in the business world and was laid off from a vice-presidential position with a major corporation. He spearheaded the formation of the start-up financial consulting group. Manager "AA" in his earlier years studied at a seminary. He has an interest in computers, physics, metaphysics, and occasionally consults the I-Ching.

Manager "B" was approximately fifty-eight years old, and an independent, restaurant owner and community leader of eighteen years. He was college educated and served in the "secret services" prior to his foray into business in the areas of advertising, marketing, and realty organizations. He is a no-nonsense, straight-forward, yet considerate and thoughtful individual. Intuitively, he often follows his "gut instinct" and his "hunches" in business.

Manager "C" was approximately forty-seven years old and college educated. She has worked for a major corporation for twenty-five years. Through her natural leadership skills, integrity, compassion, and wisdom she has earned and maintained a managerial status within the corporate ranks. She is naturally intuitive and, oftentimes, relies upon her instincts. She is a martial artist who has studied Aikido for five years. She has also studied yoga, and tai chi and is currently teaching tai chi. She uses the pendulum, on occasion, as a method of divination for personal guidance.

Chapter Two Definition of an Intuitive Consultant

. . . According to the Student/Intuitive Consultant

An intuitive consultant is an individual who provides professional advice to individuals, business managers, and leaders by utilizing intuitive resources. An intuitive consultant counsels and offers advice while providing temenos, a sacred precinct, which is conducive to individual and organizational transformation.

This definition may pose some questions. What does "intuitive" mean? How is an "intuitive consultant" different from any other type of consultant? What does a "sacred precinct" mean? What is transformation from a business perspective? Is it good or bad?

"Intuitive" Defined

The word "intuition" comes from the Latin verb "intueri", meaning "looking", or "knowing from within". (Emery, 1994, p.17) To the business person, this may be understood as a hunch, gut instinct, my sniffer tells me, or a knowing without knowing how you know that you know. Carl Jung, the Swiss psychologist identified intuition as,
 the primary function of intuition, however, is simply to transmit images, or perceptions, of relations between things, which could not be transmitted by the other functions or only in a round about way. These images have the value of specific insights which have a decisive influence on action whenever intuition is given priority. (1971, p.221)

The intuitive consultant, thereby, works from a predominantly intuitive basis for information retrieval. The language of intuition communicates through personal interpretation of: (1.) symbols and images, (2) feelings and emotions, and (3.) physical sensations. The translated message is delivered by the consultant to the client which reveals: (1.) the ground, or higher, truth of the situation, and (2.) the big picture and/or details as needed.

Intuitive Consultant vs. Intuition Consultant

One difference noted by the student/intuitive consultant during this inquiry was the use of titles to describe this vocation. The intuition consultant tended to be the trainer/educator of intuitive skills, while the intuitive consultant worked primarily on an advisory basis. The student/intuitive consultant also wishes to note the purposeful avoidance of the use of the word "psychic". Basically, the word can evoke unnecessary resistance and fear and is, therefore, avoided in the business community.

Typically, someone who is a consultant offers knowledge and wisdom from his/her particular area of expertise. In the intuitive consultant's case, the area of specialization is

intuitively-based resource retrieval without the need to be an expert in the particular subject of the business manager's inquiry.

Sacred Precinct

A "sacred precinct" is created whenever there is a willingness to ask significant and pertinent questions and to openly, respectfully, and with discernment, receive the responses offered. It is not necessarily a physical location, but can be, such as the business office or the intuitive's office. It can also be a personal mind space, or state of being, that is created personally within the individual or between a group of individuals. It is, foremost, a safe haven in which to explore solutions and find harmony amidst chaotic thoughts, feelings, and situations. It is the place where one goes to find peacefulness, right thinking, and truth. Within this mental or physical space, the intuitive consultant inspires and encourages the recipient to act responsibly and with integrity. It is the recipient's responsibility to make ultimate decisions and to act, or not to act, upon those decisions.

Transformation

Transformation means change. Change is beneficial when it promotes growth. Changes can occur within a corporation, or within an individual, however, that do not promote growth, but rather continue to promote unhealthy patterns that reflect only greed and self-aggrandizement.

Transformation seen in a positive light focusses on ideals and values such as honesty, fairness, conscientiousness, accepting diversity, recognizing common unity--community, and well-being. Therefore, transformation, geared to attain the welfare of all concerned, is the intent of the intuitive consultant. Sometimes that transformation at an individual level means having to let go of the business, one's position, or one's financial status, without it indicating a total failure, but merely accepting the change as a transition or a process. This is transformation without judgment, but rather with discernment, in the best interest of the individual and of the community.

For example, transformation occurred in the five-member financial consulting partnership. From the big picture aspect, the student/intuitive consultant could foresee only three partners remaining with the group. The startup and at least temporary continuance of this five-team group, however, enabled each individual to re-establish hopefulness, faith, and encouragement in a new venture. It allowed each individual to spread his wings. It provided an opportunity to re-examine motives, missions, goals, and ideals. Because a genuine, common mission, or purpose was not established, and due to the disharmony of motives, a separation of the partners was inevitable. Was this good or bad? Neither. It is simply a part of transitions during creation, maintenance, and eventual dismantling processes, which occur daily in the business world, in one's life, and in all of nature.

Maynard, Jr. and Mehrtens in their book The Fourth Wave, identify the typical corporate mind set which they place in evolutionary categories of the Second, Third, and Fourth Waves.

The corporate worldview can be epitomized as:

Second Wave--We are separate and must compete.

Third Wave--We are connected and must cooperate.

Fourth Wave--We are one and choose to co-create.

A Second Wave corporate question is, "Are we making money?" The Third Wave question is, "Are we creating value?" The Second Wave corporate asks, "Are we beating the competition?" The Third Wave corporate asks, "Do we understand the need?" The Second Wave corporate asks, "Are we gaining market share?" The Third Wave corporate asks, "Are we providing the right level and kind of service?" The Third Wave mode requires a basic shift of consciousness away from fear toward trust, away from the need for control toward giving up control, and away from rigidity toward a learning culture. In the Fourth Wave, a corporation will focus on its role as one of stewardship for the whole in addition to providing goods and services to a particular customer base." (1994, p.8) The intuitive consultant can help bridge the gaps during these times of rapid, evolutionary transitions from the Second to the Third and into the Fourth Wave.

Chapter Three The Role of An Intuitive Consultant

. . . According to The Student/Consultant

The student/intuitive consultant views the role of the intuitive consultant as a facilitator, a confidante, and advisor who uses an intuitive/psychological/spiritual (transpersonal) approach to problem solving and decision making which takes into consideration the function and role of the business manager/leader as well as the community that will be affected by the decisions implemented.

In the intuitive consultant's role, identifying intentions and ideals are of utmost importance. Clearly defined, correct intention sets the course of action. An ideal must be firmly established by the intuitive consultant, at a personal level, such as "to be a clear and perfect channel of blessings to others." It is most beneficial when an intention and ideal is defined also by the individual with whom the consultant is working.

The next focus may be on the questions asked or concerns expressed by the business manager. The information provided by the intuitive consultant, however, may respond to a more pressing issue or "bigger-picture perspective" as needed for guidance or strategic planning purposes. The information that is most needed will surface in a way that will be understood with ease by the business manager. Oftentimes, the participating business managers responded that although the information supplied was accurate, it wasn't what they thought they wanted to hear.

The intuitive consultant may provide the client with:

1. Information that confirms what the client already senses, feels, has a hunch about or intuitions.
2. An opportunity for a transformation of consciousness which may be exclusive of the success or failure of the organization.
3. A safe harbor in which to think aloud, conjecture, verify, or release fears and concerns.
4. A concept of the truth without preconceived motives or judgments.
5. A metaphorical mirror in which the client may review past, present, and future trends, decisions, goals, and/or actions.
6. A mental resolution or peace of mind.
7. Information to improve interpersonal relationships with customers, employees, and stockholders.
8. Information that encourages the manager to take responsibility in creating one's environment, personally and communally.
9. Assurance that the intuitive consultant is being of service for the betterment of all humanity as the intuitive consultant becomes totally absorbed, beyond personal ego, in the process at hand.
10. Information which is objective and discerning, absent of judgment or fear.
11. An opportunity to view people as people, as a whole and not in a "role".

12. Information that promotes independence, (even if the business manager may be viewed as different or unpopular) right thinking, right motivations, and right action versus co-dependence or being subjected to other people's attempts to control or to manipulate.
13. Information that confirms an attitude of "allowing things to happen" versus making them happen.
14. Guidance on how to live an ordinary life in an extraordinary way.
15. Perspectives on working with the concept of diversity and commonality.

In most cases, communication worked best when both parties were speaking the same language. The business manager felt most at home when the student/intuitive consultant used such terms as: strategic planning, trend detecting, future forecasting, employee profiles, selection criteria, downsizing, mergers, acquisitions, divestitures, deal analysis, project analysis, product selection, time management and project prioritization, and investments strategies.

. . . According to the Participating Managers

Manager "A" offered this comprehensive response on the project:

"I believe that until the intuitive consultants are more readily accepted by society, they will be limited in their role in business. However, I do believe that they can be very helpful to the right type of business and/or person now. Most corporate entities are driven by quantitative results (i.e. profits, revenue growth, market share, etc.), with any capital expended requiring a quantifiable return on investment (ROI). This ROI is very difficult to quantitatively measure when dealing with intuitive consultants. The insight the consultant provides is many times not measurable, but invaluable, as it provides the individual decision maker with insight about themselves and helps them grow as a person. This, in many instances, improves their interpersonal relationships with customers, employees, and other stakeholders in the business which ultimately will improve the company. This type of insight is qualitative and leads individuals who make decisions down the 'right path' as far as 'doing the right thing', versus what can be measured in dollars. The actual insight gained about business events and decisions should not be overlooked, since, as in my case, it also proved to be very accurate. Therefore, until businesses accept a more 'caring' attitude toward their employees, customers, suppliers, etc., then the qualitative advantages will continue to be underestimated."

Manager "A" continues, "The smaller businesses are moving faster than larger corporations towards focusing, holistically, on people and they are more conducive and accepting of the insight that intuitive consultants provide. As such, the consultant's role would be very helpful to smaller, privately-held enterprises."

"The project was one that I originally approached as a skeptic. As I previously indicated, I believe that for the most part, today's business environment continues to be very short-sighted and results-oriented. Therefore, the use of a consultant in this manner would not be accepted. However, over time I became aware of the advantages of this type of consultant. These include:

- Providing me with the additional insight that may be necessary to make a decision and understanding that the projection comes from an 'altruistic' perspective as opposed to one of ego, greed or other negative motive.
- The quarterly meetings provided a means of evaluating the progress of the intangible aspects of the business and promoted awareness of the qualitative business items versus the quantitative items I previously identified. Doing the right thing is more important than what is profitable, and this [intuitive consulting process] helps keep that focus.
- The professionalism with which the quarterly meetings were handled as well as the correspondence, promoted a sense of increased credibility and integrity.
- The shortcomings of the project were minimal in my opinion. The only areas that I can address are ones that are probably more biased by me than anything that is related to the project, and are not related to this particular consultant, but all intuitive consultants.
- The method of the client asking questions and seeking answers, in my mind, provides a difficult task for the consultant. Having them eliminate or balance their business experience and acumen with the insight provided via their gift, seems to be too difficult a task to bifurcate completely. As such, 'Am I, the manager, receiving information that may be 'confounded' by the consultant's perspective (business experience, personal bias', historical problems, etc.)?' This is why I believe that it is extremely important to know who the consultant is and what their background, experience, and character is about.
- How does the client know what to pay for a service like this since it does not appear to have a market price? As I previously indicated, the ROI can not be measured."

"Overall, the project was informative, fun, and a positive, professional, and personal experience."

Manager "AA" contributed his viewpoint on this project:

"In responding to this question, it requires a good deal of introspection and facing up to some personal shortcomings to give you an honest, useful answer, so here goes."

"I want to thank you for including me in your project. The project was very interesting and informative to me. I have always been sensitive to the life forces surrounding me and my environment, and I have generally suppressed the information I receive. I have done this for several reasons: Either to avoid ridicule as a child, or because I was warned by the church not to experiment with things that I do not understand and they could be very dangerous, or to be able to function in the material world of adults. All of these reasons are true, and over the course of my life, one of these reasons has been the dominant guide for some period of time, and then the other reason takes over. Be that as it may, I can tell you that no matter how you suppress it, the impressions are still there. I have always 'known' things when I didn't learn them, and I have always felt things (emotionally) which I call 'sensing' things, and I have always been able to feel things that other people are going through (if I let myself). I applaud you for your hard work and persistence in developing your abilities and talents, especially because I do not have the courage to be unconventional in my life. I worry too much about providing for everyone else in my life instead of developing my own abilities. I feel guilty about this because I have 'sold out' my self for the sake of expediency and material comfort

for myself and my family, and this hurts. Having been this chameleon, my perspective on this question may be of some benefit to you."

"My perspective on the strengths and shortcomings of this method of consultation and the value provided by it do not provide the basis for the answer to the question of whether I would pay to utilize the consultative services for my company. In other words, the usual things that drive a consumer to purchase a product or service such as quality, service, dependability, proven track record, etc. are not enough of a buying motivator to convince a consumer to buy. You also must cover the 'skeptical factor', the 'ridicule factor', and the fear that you are giving your competition a potential weapon to use against you in the market place. Also, in a very political organism like a corporation, you are making yourself personally vulnerable by suggesting to your manager in front of your peers that your company should try this new, useful consultative service based on (ha ha) extra-sensory perception. Can you hear the snide remarks? The only way you can sell your service to a business would be in a company where a single stockholder in a privately-held corporation is dominant enough to not be affected by political influence. If the use of a psychic consultant would be found out, he would still be labeled 'eccentric.'

"Think of the adjectives which describe the typical business person. Here is a list which comes to my mind: hard driving, self confident, self reliant, tough negotiator, decisive, fair, motivated, fact based, unemotional, uncaring, scientific, unfeeling, well educated, rational, closed, control. Now think of the adjectives describing the relationship we enjoyed in our consulting sessions: Positive -- trusting, caring, emotional, friendship, win-win, self expression, comfort, exposed; Negative - vague, dependent, unknown. Unknown because we are tapping an unknown source of power for information. The extent of the dependability of the source is unknown, and the credibility of the information is unknown."

"A business person has been trained all of his [her] career and in school to be the way he [she] is. He [She] has been educated to weigh all of the facts, consider the potential consequences, and make an unemotional decision. Most business people operate in an environment of 80% rational thinking and 20% emotional thinking. You are asking the business person to neglect/ignore everything they have been taught all of their life, to give up **control**, and to open themselves up to potential misfortune or ruin based on feelings. This is a reversal of all learned systems and is very hard to do. On the other hand, when we are making **life decisions**, this is much easier to do because many people operate on an emotional level in their life."

"The answer is to start a business school based on psychic principles and to educate a new breed of business people for the new millennium, and in the interim, target working with individual business owners who have complete control of their business, and who have an interest in the emotional/feeling side of life."

"Personally speaking, as long as I am working for someone else, I cannot take the risk of using an intuitive consultant. If I am ever self employed, I would give it a try."

Regarding the role of an intuitive consultant, Manager "B" wrote:

"[The role of an intuitive consultant holds] Great value, especially if the advisor has a basic knowledge of a particular business." In citing his overall perspective on this project, Manager "B" stated, "Student's entire approach was totally professional, especially in areas where collateral material was integrated into personal discussions. This helped put everything together as kind of a 'total package'. Project was entirely worthwhile. I personally learned quite a bit about this novel approach to decision making. For me this was a new experience. At times the project discussions were a bit broad as were the results. But, still by and large, they were on the money. This method of consultation could be improved, in my opinion, if they were a little more 'scientific' in their approach."

Manager "C" responded regarding the value and the role of an intuitive consultant:

"Personally, the value that I received [was that the information supplied by the student], clarified, validated, or totally discounted my [own] business decisions. [The information provided] helped to support my self-confidence with respect to decision making."

"In reality, a consultant would most likely work on a specific project for a steady, concentrated amount of time (i.e., two to three months). A good amount of time might be spent on understanding the present organization, the problems at hand, and possible best solutions. Many times, I already had a 'plan of action' designed, or my own thoughts on outcomes . . . because of the span of time (three to four months) between interviews, I had already proceeded on my next course of action without 'plugging into' the consultant . . . made the process a little clumsy for me."

"In my case, though, it met my needs of affirmation . . . but to others in business, they may want more black and white 'solutions' to their business dilemmas--written executive summaries, business rationale, etc. My experience, overall, was a good one, however, because of the excellent rapport between me and the student. I totally trusted her integrity!"

. . . According to Eight Intuitive Consultants

The student/intuitive consultant initially spoke with over twenty people who were referred to the student/intuitive consultant by Jeffrey Mishlove. Mishlove is the Director of the Intuition Network which is affiliated with the Institute of Noetic Sciences. The Institute of Noetic Sciences is based in Sausalito, California and was founded by astronaut Edgar Mitchell.

Out of this grouping of twenty, the student/consultant interviewed a total of thirteen individuals with the title or function of "intuitive consultant." One individual asked to remain anonymous due to issues of confidentiality in protecting those individuals for whom she works. Some individuals work primarily in a training capacity, versus an advisory capacity, and, therefore, that interview information relating to training is not included in this paper. The responses, however, from the nine intuitive consultants on the subject of "the role of the intuitive consultant," as well as their vision, ideal, goals, or purposes for working in an intuitive capacity with business are as follows (alphabetically cited):

Anonymous: "An intuitive consultant is an ancillary tool that provides a highly qualified individual with confirmation of their best instincts or best intuitive judgment. I do strategic planning and future analysis for international corporations. I work at the highest levels of human resources with division presidents. I work with multi-billion dollar companies with the presidents and chairmen. People tend to grow intuitively around me. I work on the person as well as on the company or on the situation."

"My goal is to be of service to the universe, and however I can be of service to humanity is important. I decided, that by working with the top leaders of business, I could instill a certain type of corporate responsibility, and corporate ethic and corporate intention that would encompass more than just the bottom line. The bottom line could be realized abundantly if the correct intentions were inspired by the top leader."

"By working with government leaders, corporate presidents and chairmen, I have affected corporate culture and corporate ethics and corporate responsibility, not only individually within the corporation, but actually having inspired them with practical suggestions to create intercorporate societies that help monitor their ethics and intentions. This could be anything from rates of CD's to ecology, to helping women become part of a corporate culture where they are not in certain countries, and to having people recognize the equality or worthiness of each individual as opposed to using divisiveness. This is essential to a part of the vision that I have. I am not into feminism. I'm into peoplism."

Cynthia Black: "I listen, reflect, and problem solve. I get the picture about what's happening in this company with this or that individual. I get the language about how to discuss this in their language, and they always understand the message."

"Intuitive information comes as a whole. It comes complete, and it comes with direction. It is not obligatory on the consultant's part to make the company be successful. The problem isn't always about success of the company. Often, the lesson is for an individual or a small group. If the company needs to fail, it will, and there's nothing you can do about it. There are people who need to fail, and no matter what you do, they'll screw up. You give them the best instructions possible, and they will turn it upside down and inside out. It's not because they don't understand the instructions, it's because that's what they need to do."

"Being able to walk away from that, confidently, knowing that you did the work, is really hard because so much of our industry is based on worldly success measured by financial standards. I don't go into a company with any processes. I go into a company with a blank mind. I listen as they tell me what is wrong, and I feel the whole thing through. I use my skills to problem solve from their point of view. What I try to do is to work with the owner or work with the core people. I present possibilities to them that are already in their minds and guide them towards choosing what they can use or work with. I go for the "aha". Intuitive guidance shows me where the "aha" is."

"I'm really a facilitator. I imbue everything with the word 'opportunity' versus 'problem'. I include the owner or core people in the process so that they don't feel shut out. Nine times out of ten they have their own solutions. My belief about business is that it is an individual's foray into creativity. It empowers them. My vision is to be a facilitator for those who have

chosen to express their creativity in the business world. It's a spiritual experience, and I think very few people understand that. Business is a divine discipline."

Cynthia Black is a consultant with Whole Life Business Resources located in Phoenix, AZ.

Willard Draison: "I work mostly with small companies and find an incredible connection between the person's personal life and the company. I am currently lending my expertise on a funding issue. I'm not sure that an intuitive consultant is any different from any other consultant. I lend my expertise to solving problems, and I provide a different perspective. I call all of this "energetic reality". What I'm doing is giving a view of the issue from an energetic reality view. The reason I picked the business community is because it is the most direct way of bringing this dimension of reality into a consciousness for people. My goal or passion is to make people aware of intuition and to bring that dimension into our reality."

Willard Draison, M.A. is president of Multi Dimensional Consultants in Santa Fe, New Mexico. The company is composed of an astrologer, a tarot channeler, a crystal healer, and a psychic and was formed about two years ago in 1994.

Roger Frantz: "I can use my intuition to describe situations to business persons, and a lot of the information is of an interpersonal nature. If you give me the name of someone, I can hone in to them and give you that information. Business persons feel they can trust me for a good reason, because they work with me, and I give them good information. The intuitive consultant is somebody they trust, a confidante, an advisor. Sometimes I'm just a verifier of their own intuition."

"What I hope for is to live in a world in which all the people of the world are accessing their intuition, in which intuition is being guided by benevolence, and that intuition being guided by benevolence, is helping to generate human transformation. The intuition conferences that I organize are really designed to give people confidence in trusting their own intuition and that intuition is real. They may not always be right, but nobody's always right all the time."

Roger Frantz, Ph.D., is a professor of Economics at San Diego State University, organizer of Intuition Conferences, co-editor of Intuition at Work, board member of the Intuition Network. He is founder of Profits and Sense, offering intuition-based consulting and coaching of intuition skills. He is the author of two academic books, and co-editor of the Journal of Socio-Economics. Roger is located in San Diego, CA.

Carol Ann Liaros: "We (Carol Ann and her two business partners) work on a contractual basis with CEO's of Fortune Five Hundred Corporations. At the workshops that we conduct, we state up front, 'we don't know business, but we do know people and how to bond people quicker based on what we know about the brain. We've designed techniques for conflict resolution. We have a very fast conflict resolution tool. We can help you access the right side of your brain where your creativity and intuition is in order to get more information for your decision-making processes."

"The intuitive consultant's work is very exciting and it's breakthrough. If the approval and directives that support this work doesn't come from top down, the intuitive consultant can just be spinning her/his wheels and earning some money, but transformation throughout the organization just won't happen. If the intuitive consultant gets the bias from the top down, then the intuitive consultant can make an impact. Middle management is caught between a rock and a hard place. The higher up you go, the more adventuresome, the more chance-taking the people can become because of their position. When the intuitive consultant has the CEO in her/his corner, it makes life much easier."

"Even when the intuitive consultant works at the CEO level, the CEO still has to account to his board of directors and his stockholders. He can't just flamboyantly say, 'Oh, guess what, I use a psychic or an intuitive.' We, as intuitive consultants, have to carefully word, carefully disguise for the comfort level of the rest of the people. In fact, using some of the words we use in our workshop participants ask, 'Isn't that new age?' We have to say, 'No. We're going back to old values.' If the message ever got out to this corporation's competitor that the CEO uses a psychic, the National Enquirer would pick that up, stockholders would run for cover, and he wouldn't be CEO anymore!"

"I would say the role of the intuitive consultant is similar to, in the day's of old, the king's advisor, where the CEO of today's world is the king. The CEO says to his advisors, 'We're thinking of buying "X" company. Bring me a report on the figures, the history, the possibilities, the analysis, and all the data.' Then, he can turn to the intuitive consultant and say, 'Now, what do you see about this? What is your sense about this?' The intuitive consultant can go to the hidden stuff, because we don't have to do all the facts and figures. Someone else can do that very easily. We can get the pieces that are missing in the puzzle. Facts and figures can, hypothetically, predict the future, but they're so unreliable for predicting the future. That has been proven over and over again. The role of an intuitive consultant, then would be as an advisor, working in an advisory capacity. The role would also include helping to remind people, or helping people to rediscover, their own intuitive abilities."

"It's amazing to me in this field that there are some consultants who can do the intuitive advising but not the teaching, or they can do the teaching but not the advising, and a only a handful of consultants who can do both functions very well."

"I look for the problems, what's behind the problems, and the solution to those problems. I, automatically, go to the down side, the challenges in the situation and say, 'Here are the things that you're going to run into.' If the concern is about a person, I state the challenges and the flaws with this person that might not allow this person to fulfill their position as well as the manager would like. Even though the resume and the meeting went well, I present the "other pieces" to the manager to help the manager form the whole picture of the person. What does the manager usually have during an interviewing process? The resume, which is lovely and wonderful, and the person seated in front of them who is going to be on their absolute best behavior and saying the very best things about themselves. They're not going to sit there and say, 'I'm chronically late.'"

"Whether the manager is considering buying another company or joint ventures, I present the downside and how it looks as an overall picture. We [intuitive consultants] fill in the missing pieces, the hidden pieces. I call this trend detecting."

Carol Ann comments on the vision, ideal, or purpose for working as an intuition consultant with business: "My business partner and I actually lay out our vision and ideal the very first night that we meet with these business people. My partner and I both have this grandiose idea and drive, that we have had since we were very young, of helping to bring peace to the planet. We worked in churches and health organizations and realized to whom the world really listens. The world really listens to the business community. If we can make an impact in the business community, that impact would contribute to getting closer to our real goal which is to work with United Nations. Who in the United Nations is going to work with us unless we have a track record in the hard-nosed business arena which has the money and the power to make a difference? When a business person makes a business decision it affects millions and millions of dollars and millions of people. Therefore, we are looking to make an impact in that arena."

"Although we're working with spiritual values, we wouldn't dare call it spiritual values. We call it 'old values' in the business arena. We're also re-igniting, for some, the spiritual part of themselves, and opening their hearts. We encourage employees to bring the values they have in their personal life into the business arena with support and approval from upper management. People, then, are not cut off from their vitality. They don't have to stop at the door and say, 'Now I'm a robot.' They can bring their values in, and of course, this is where a lot of people have conflict. The values, or lack thereof, that people have to conform to in the business community conflicts with their personal values. Now, they can bring their personal values with them to be the whole person that they are in their whole life."

"This transformation is happening now. In fact, people are so touched by the permission and the encouragement, as a result of our work with upper management, that upper management and their direct reports end up crying. I'm talking about some very hard-nosed, business people crying because they have felt this missing piece of themselves and have felt that they couldn't be who they are. It's very touching."

"We run our business based on all of these values. In our corporation, we make left brain decisions with right brain input."

Carol Ann Liaros has worked as an intuitive consultant for thirty-five years. She has worked in the medical arena with businesses and corporations, religious institutions, police, and with individual clients.

Helen Stewart: "I bring my 'whole self' to the project and teach the corporate person to bring his/her 'whole self' to work. If a business person has hunches, clues, or feels one way about something and is not sure about his or her own judgment, the process of working with me certainly gives them the understanding and the freedom to begin to trust themselves more. I bring information that I could not conventionally have about total strangers. I do readings for companies in much the same way that I would do readings for individuals. I lend advice on such things as whether or not the company should engage in an equity relationship with another company, mergers, downsizings, investments, and personnel matters. I work with the

name of the company or the name of an individual. I offer who would be the best for a leadership position or any particular position that needs to be filled. I make suggestions on how to build a negotiating team, whether or not to accept an offer of a buyout from another company or institution, and whether or not somebody can be trusted. I have training as an organizational consultant, and I am a sociologist by training."

"I've worked with both private companies and in higher education for over thirty years, so it's not just my intuition that I bring to the process. There is already in me, in my being, a synthesis of cognitive and intuitive skills, and I know that it's not by chance that I've been specializing and working with businesses. I'm working with a group of scientists in Europe as I seem to have a particular gift for scientific information in the field of physics. I have no idea where it comes from. I didn't even take physics. This is fully explicable as an intuitive process because I had some training, and yet, I seem to grock this stuff. I don't know how. It is fully an intuitive process when I work with these physicists and engineers."

"When I work with corporations, I know I use a blend of cognitive and intuitive skills. I've done all the training programs, and I was with Provost City University until a few months ago. I worked for private companies and search firms throughout the course of my career. One could say, 'well, you're just using your knowledge,' but when somebody says, 'Tell me about Joe Blow and Wisa Hicken,' and I'm only given their name and I'm able to provide complete personality profiles and their motivational intentions, that is fully an intuitive process. I work with images that are usually metaphors."

"When I advise a CEO about organizational concerns, such as personnel issues, and I've been involved very much in personnel work for the last fifteen years, then that's much more of a synthesis of knowledge and intuition. I know about policy and procedures, so that is more of a blending. There is a continuum from intuitive to rational. The process of my advising executives, in any one relationship, probably hits every point on that continuum from the totally intuitive to the fully-learned administrative."

"My vision, or purpose, for working in an intuitive capacity with business is transformation. I think that business is really on the cutting edge of the synthesis of the intuitive and the rational because it is driven by success. People look for that competitive edge. They look for predictability. I think this type of intuitive consulting has been going on for thousands of years and just now is coming out of the closet. I think the goal is to acknowledge and weave the synthesis of rational and intuitive into the very fabric of our institutions and into our educational system. By working with entrepreneurs, the entrepreneur decides how to teach students. They say, 'I need graduates to be able to do x, y and z.' Businesses are demanding these qualities, so universities are teaching these qualities."

Helen Stewart, Ph.D. has a Doctorate in Sociology from Brandeis and was a post-doctoral scholar at Harvard. She was a former provost, Rider University; former dean, Sonoma State, and associate dean, San Francisco State. Stewart is currently an intuitive consultant for CEO's and scientists worldwide, and founding president of the University for Metaphysical Studies with its International Library. In addition to being a certified mediator, higher education administrator and labor negotiator, she is certified by the American Association of Professional Psychics. Helen resides in Santa Fe, NM.

Joseph William McMoneagle: "I was recruited in 1977 to participate in a secret project which was put together to explore the use of psychics for governmental intelligence purposes. I was involved in that for eighteen years until November of 1995."

"One of the primary reasons for using an intuitive consultant is to transcend all of the other indicators. For instance, a corporate person may make a suggestion based on a personal motive of wanting to be seen in a good light. The suggestion offered might be based primarily on a competitive focus between one company and another or between one individual and another, or the suggestion might be based primarily on cost analysis. The suggestions are usually based on something that is self generated. Intuitive input doesn't pay any attention to that. It pays attention to the specific goal in mind. You get to know the goal that the corporate person wants specifically, and you can see the problems that they might encounter going one way versus going another. Mostly, what I'm trying to do is to help educate people with the understanding that everyone has an intuitive nature, and that a lot of intuitiveness deals with some very subtle inputs that we are getting of which we may not be consciously aware. Intuitive, subtle inputs can be subconscious or they can be consciously, psychically tuned. Intuitive, subtle inputs have a great deal of bearing on the validity of what the individuals are trying to do or where they are trying to go in terms of an ultimate outcome. Using creativity in the front end and using the intuitive nature of man is part of what opens the possibilities, or reality, to other possibilities. One of the key elements is that intuition is a commonly known thing, but no one seems to pay any attention to it. By our very actions, we are assuming a future that has a certain finiteness to it or limit to it. If we are incapable of conjecturing or conceptualizing what we really want of the future, then we're kind of stuck within the limits that we've applied. The intuitive mind has a way of grasping unlimited, future possibilities better than the limited mind does."

Joseph William McMoneagle is president of Intuitive Intelligence Applications located in Nellysford, VA. He is a retired intelligence officer. He was recruited by the government to work on the recently-exposed secret project, "Stargate" where he used remote viewing to gather information. McMoneagle provides intuitive guidance to states attorney generals, the police, private investigators, geological studies, archaeologists, intelligence agencies, and business owners. He lectures at colleges, Unity churches, and for boards of directors. He also participated in research with S.R.I. Laboratories in Menlo Park, CA; Science Applications International Corporation (SAIC); and is currently a science associate with the Laboratories For Fundamental Research, Palo Alto, CA.

Alan Vaughan: "It's helpful to give people alternatives and sometimes specific clues to approaches that they may want to use. It's helpful to give people clues about other people with whom they might want to get in touch. In other words, the intuitive process brings in information that can be helpful to people by suggesting approaches that they otherwise would never have thought of. Sometimes I find myself confirming what they already believe. They like that. It saves time, and it saves money, very often."

Alan Vaughan's business card holds the title of intuitive consultant, but he is also a psychic researcher and teaches intuitive or psychic techniques and has been consulting and teaching for twenty-five years. Alan serves as an adjunct professor for Atlantic University in Virginia Beach. He has written six books and several hundred articles and resides in Los Angeles, CA.

Chapter Four Transpersonal Concepts

Introduction

In the 1960's, great thinkers, such as Maslow, Sutich, and others, began to seriously explore states of consciousness that eastern and ancient cultures had discovered centuries ago. In order to integrate eastern and western spiritual and psychological principles, a new area of psychology emerged. This chapter presents several interpretations of the term "transpersonal" with input from professionals and researchers in this area of transpersonal studies. This information serves as a psychological/spiritual foundation for the role of an intuitive consultant. Transpersonal concepts seem to parallel with the general philosophy of the intuitive consultant. Therefore, a proceeding sub-section entitled, "Transpersonal Concepts and the Role of the Intuitive Consultant" outline some of the more significant correlations between the two.

This chapter includes a brief history of the evolution of the term "transpersonal" and how it came about through correspondence and interaction among such scholars as Sutich, Maslow, and Vich. The path to the transpersonal experience leads to greater understanding of humanity's purpose as individuals and as a society. Vaughan explains from a psychological perspective how the transpersonal process unfolds in individuals while working through transpersonal issues. Green and Green present an abbreviated metaphysical examination of the subject which include contributions from physicists, various eastern philosophers, and mystical Judeo-Christians.

Definitions of Transpersonal

Sutich, a noted psychologist, while exchanging views with Maslow, defined the transpersonal area of psychology as,

. . . specifically concerned with the study, understanding and responsible implementation with such states as . . . ultimate value, self-transcendence, unitive consciousness, peak experiences, ecstasy, mystical experience, transformation of the self . . . and related concepts, experiences and activities.
(1976, p.13)

Vich, a professional associate of Sutich's, and later, editor of Sutich's "Journal of Transpersonal Psychology", explains the concept such that it places attention on the experiencing person, and he believed that transpersonal psychology provides a "life-long developmental model, which recognizes the stages in transformation of personality and consciousness." Vich also stated, "Transpersonal psychology serves as a unique bridge to other fields and disciplines. Perhaps most significantly, it is now an independent field of study with its own history, philosophy, principles, subject matter, unique phenomena, methods and practices." (1985, p.7)

According to Hastings (1979-80),

The transpersonal psychology paradigm says that there are experiences, states and actions that go beyond the usual boundaries of the ego personality--these include other states of consciousness such as transcendence and ecstasy, motives and altruism, love and compassion; psychic experiences that transcend space and time, spiritual experiences of enlightenment, deep self awareness, mysticism, for these are real, not pathological, and can be studied scientifically." (p.4)

As a result of psychological research, experience, and scientific documentation in this field, the following information reveals various dimensions of the transpersonal experience.

History of the Term "Transpersonal"

The history of this term, "transpersonal" began with Sutich and Maslow. Sutich's (1976) exploration of mysticism began in 1927. He read extensively about Yoga, Vedanta, Theosophy, Christian Science, Buddhism, and other Eastern and Western religious traditions. Through his association with Maslow, Sutich delightfully discovered that Maslow was also learned in these areas; however, both individuals expressed concern with the current language limitation in describing this emerging state of psychology. Concepts such as ultimate value, self-transcendence, unitive consciousness, as coined by Sutich (1976), expanded the scope and depth beyond the current term being used "self actualization." Sutich initially offered the term "humanisticism", combining humanistic and mysticism. Maslow politely steered Sutich to a term that Julian Huxley had already phrased, "trans-humanistic."

Sutich's growing enthusiasm with this subject inspired him to found a journal, the "Journal of Transhumanistic Psychology". As the foundation for this Journal, Sutich referenced the newly-emerging Fourth Force (transpersonal) psychology. Psychologists already recognized the First Force (Classical Psychoanalytical Theory), Second Force (Positivistic or Behavioristic Theory) and Third Force psychology (Humanistic Psychology). Fourth Force psychology integrated the previous three and expanded into areas not previously considered. In 1968, the term "transpersonal" surfaced in a correspondence from Maslow to Sutich wherein Maslow suggested the term "transpersonal" to replace the term "transhumanistic." Maslow believed that transpersonal suggested "beyond individuality, beyond the development of the individual person into something much more . . ." (Sutich, 1976, p.16) Maslow commented that although he had been using the term "transpersonal", he had also heard Stanislav Grof use it in a lecture Grof gave on September 21, 1967 in Berkeley. Hence, the growing popularity of the term. These individuals: Sutich, Maslow, Grof and Vich, achieved a breakthrough of the language barrier and helped establish a new foundation for the study of transpersonal psychology.

Psychological Perspective of Transpersonal

From a psychological perspective, according to Vaughan (1985), working through transpersonal issues leads one to the transpersonal experience. She refers to the individual as a "self-sense". This "self-sense" undergoes transformations with each stage of development

from infancy to adulthood. The processes include differentiation, transcendence, and integration.

Vaughan (1985) explains that through the process of differentiation, an infant learns to identify itself as a separate physical body. The individual then moves forward identifying with its "verbal ego mind" and begins developing socialization skills. Later, transcendence from the "verbal ego mind" occurs, leading to the ego. Psychotherapy encourages a strong and healthy identification with the ego, however, if the individual moves no further in development of the Self, the individual's concept of Self remains as separate and alone in this world. Finally, integration occurs when the individual recognizes the ego's self-sense, thus, opening awareness to a broader understanding and recognition of the human experience. The human experience includes higher perceptions that integrate spiritual and intuitive awareness. (Vaughan, 1985) This integration allows the body mind connection to emerge.

Development through these stages includes dependence, independence, and interdependence. Each stage must be established, recognized and accepted before the Self is able to advance to elevated levels of understanding and experience. Hendlin in his article, "Pernicious Oneness", verifies this thought. Hendlin emphasizes the importance of gaining in ego strength. The strong ego risks going beyond itself to move to higher levels. (1983) As the individual works through these transpersonal stages, the individual learns what to continue to identify with and what to leave behind. The real Self relies on internal direction and integrity. This integrity functions as a whole when thoughts, words and actions exhibit consistency. The real Self develops a strong sense of self esteem, trust and reliance on internal referencing, versus reliance on others for approval or direction. (Vaughan, 1985)

Vaughan (1985) explains a concept that she refers to as an "open living system." As an open living system, the individual participates in creating one's environment. In working through transpersonal issues, the individual needs to release self-limiting perceptions and barriers that block one from seeing who one really is or what one can become. Within the flux of this open living system, old concepts dissolve. One grows to accept more of what one can become and expands the Self's capacity to share goals and ideas.

Components of the open living system include continual interaction, change, movement, the dying process and the emergence of the newly integrated Self. Continual interaction, change and movement lead to evolutionary development both psychologically and spiritually. Change, however, requires the individual to examine beliefs and values as beliefs and values shape one's experiences.

Conversely, one's experiences shape one's beliefs and values. If beliefs are self-limiting, the individual must redefine them in order to change patterns of behavior and open the door to new experiences. An individual initiates change easily and effectively when altering internal conditioning. An open living system, therefore, exhibits flexibility, yet maintains an internal degree of consistency but negates a focus on permanence. Permanence stunts the growth process causing the open living system to wither and die. A healthy Self continually grows and changes even after reaching physical maturity. Renewal continues biologically and psychologically, allowing further growth, change, and the death of former self-identification.

In other words, continually reviewing one's beliefs and values creates new revitalizing approaches and experiences that awaken one's realization of the Self and of its potential.

Another dimension of the open living system includes the dying process of previously defined concepts of Self. During this process, feelings of fear and anxiety surface. One must acknowledge these feelings in order to transcend self-limiting concepts. As old concepts of the Self die, a new organizing structure of the Self occurs that leads to higher states of understanding and awareness. As the individual views the Self as an opening living system composed of a continual flow of new births, and necessary deaths, the sense of fear and loss diminishes. This process creates the environment for internal evolutionary ascendance leading to transpersonal transformation.

Vaughan explains the transpersonal Self this way, "It partakes of infinite wisdom and compassion, understanding and forgiving all things without exception and without reservation." (p.26) The individual, having internalized the transpersonal Self, practices non-judgment and relaxes attempts to be defensive or to control events, behavior or environments. This awareness requires just a "quiet letting-be" approach. The transpersonal Self embodies the higher values such as compassion, love, peace and wisdom which benefit everyone.

An essential step in the psychological process of transpersonal transformation includes examination of the personal shadow. The personal shadow represents one's dark side and embodies such concepts as fear, hatred or disgust. Vaughan says, "At the personal level . . . we project our own unacceptable impulses onto others." (p.33) Anything seen in others reflects a projection of that within the individual. Externalizing projections enables one to confront and resolve these shadow characteristics within the Self. One must unmask the shadow Self in order to continue constructive integration. The individual works on this alone and with assistance from others.

The shadow also represents the unknown. The best recourse in resolving and understanding the shadow self remains simply to trust, have faith and surrender. Although the shadow lies within our subconscious, it remains within our ability to recognize and to understand. As the individual conquers this psychological hurdle, while continuing to function as an open living system, growth in self awareness and development with deeper understanding of Self and of others occurs.

Metaphysical Perspective of Transpersonal

Through the teachings and understandings of metaphysicists, another avenue exists that invites exploration to the pathway of the transpersonal Self. As viewed from the lens of modern physicists, (Green & Green, 1970) everything on this planet, came from one source of energy which manifested into physical substances. Occult physicists, however, elaborate on this concept of physical substance and move beyond physical substance to include emotional substance, mental substance and other rarified forms. The combination, or union, of these substances form not only the basis of this planet but also the basis of the human being.

The early Greeks symbolized these substances as water, air, earth, fire, and ether. Thus, as the Greek's postulated, the human being, in relation to his environment, represents the microcosm, and the external environment represents the macrocosm. From a spiritual perspective, the Judeo-Christians espouse a similar concept that God made man in his (God's) own image. As relayed by Yogi Sri Aurobindo, (1955) one can view our existence as spiritual, with matter as its densest form, or, one can think of the universe as matter with spirit as its most rarified form. (Green, Green 1970)

Consequently, whether viewed from modern or occult physics, there exists a connection between energy/substance and spirit/matter. This natural integration of multiple frequencies of energies provides the individual with the opportunity for transcendence. By transcendence, the metaphysicist refers to the experience of the individual at an energetic evolutionary level. Each individual possesses the opportunity by nature to tap into these currents in order to realize the transformation of the Self into higher states of consciousness.

Each culture identifies the pathway to transpersonal transformation utilizing its own unique methods and interpretations. In Yoga and Buddhism, the Kundalini energy manifests as man's physical energy through the Kundalini power center in the subtle body. Meditation and breathing techniques activate specific energy centers or etheric organs(chakras) which lead one to the tunnel referred to as Anlakrana in Indian or Tibetan. Christian mysticism refers to this tunnel through the energy centers as Jacob's Ladder. In China, the Tao indicates the Path or the Way. According to the Tibetan concept, "the Lotus nature rises from the earth (physical realm) through the water (emotional and mental levels combined) and blossoms into the air, revealing the jewel in its center." (Evans-Wentz, 1958) (Green, Green, 1970). The oriental teachers claim we are at all times integrated, but "are usually not aware of this until we voluntarily direct our personal energies inward." (Green, Green, 1970, p.9) These interpretations all describe the ascendance of the lower nature of the human being to a higher awareness with focus on control of the personality and attention on inner processes. These methods, when understood and practiced, ultimately lead or give guidance to the transpersonal experience.

As recognized by the metaphysicists, by focussing one's attention inward, the individual develops an awareness of intuitive or psychic abilities. Yogic explanation refers to these psychic abilities as Siddhis. The Siddhis develop from specific physical, emotional and mental faculties which stimulate or ignite psychic abilities. Psychic abilities may signal an emergence into etheric perception levels; however, just because one begins to become aware of the psychic experience does not necessarily mean transpersonal transformation is occurring. Hendlin (1983) emphasizes that the goal for transpersonal transformation lies beyond attachments to astral travel, astrology, telepathy, precognition and I-Ching and that many aim for this psychic realm rather than aiming to get past it as soon as possible.

These metaphysical views merely touch upon the existence of different types of energies and methods used to evoke awakening and awareness of the transpersonal Self. Although psychic abilities may signal a heightened awareness of the Self and possibly awareness of identifying with the transpersonal Self, there exist many higher dimensions available to the seeker. Emphasis on the transpersonal experience as a continual unfoldment process appears again as was previously acknowledged by the psychologists.

In summary, the distinctions and separations of the disciplines of psychology, metaphysics, science and spirituality find congruence when approaching transpersonal theories. They converge by focusing on heightened awareness of the Self and of one's connectedness with the universe.

In my view, transpersonal means being able to experience the totality of one's physical, emotional, mental and spiritual existence. Transpersonal means seeking to acknowledge our individual and collective purpose and potentiality as human beings and, thereby, choosing to act based on guidance from the "Guru" within for highest purposes for the greater benefit of the Self and of others. We accomplish this by seeking knowledge of the Self through a fundamental questioning process of "Who am I" and "Why am I here?" This leads to the discovery of methods and processes that assist the seeker in acknowledging and responding to inner knowledge. Some methods such as introspection, meditation and possibly some form of discipline, such as yoga, assist in providing a fertile ground that encourages personal and transpersonal growth.

Transpersonal Psychology and the Role of the Intuitive Consultant

This section explores some of the more significant parallels between transpersonal concepts and the role of an intuitive consultant. The initials "TC" indicates "transpersonal concepts", and "IC" indicates "intuitive consultant".

1. TC: Transpersonal concepts encompass a wholistic perspective. The prefix "trans" means "beyond, through, so as to change, on or to the other side of, across." "Personal" meaning "to affect a person; private; relating to the person or body; relating to an individual or his character, conduct, motives." "Persona" means, "an individual's social facade or front, that especially in the analytic psychology of C.G. Jung reflects the role in life the individual is playing." (Webster's New Collegiate Dictionary, 1977, pp.1239, 855) Transpersonal concepts, therefore, invite one to move beyond the single unit, perhaps separated state of being, to a more expansive possibility of union and community through change.
IC: The intuitive consultant's entire approach centers upon the "whole picture". During a business engagement, the consultant can detect the personal dimensions of the individual business manager, as well as their function within the company, their interaction among peers, employees, regional offices, competitors, community, government, and environment. The consultant can detect areas that are presently closed, blocked, or resistant to change and make suggestions as to how to gently implement change to keep the organization in an "open, living, system" mode as proposed by Vaughan. In the "wholeness" creating process, the consultant naturally encourages the business manager to take responsibility in the creation of one's environment, personally and communally.
2. TC: Transpersonal concepts acknowledge and respect the broader dimension and potentials of human experience which include the ability to transcend space and time and to honor mystical experience. Transpersonal psychology acknowledges higher perception abilities and the innate opportunities human beings possess to integrate body

and mind. Maslow's terms "transcendence" and "peak experience" apply to the term transpersonal. Peak experience ". . . is what you feel and perhaps 'know' when you gain authentic elevation as a human being. We don't know how the peak experience is achieved; it has no simple one-to-one authentic relation with any deliberated procedure; we know only that it is somehow earned." (p.vxi) He outlined thirty-five "various meanings" of transcendence which correspond with the transpersonal experience. A few of the commonly outstanding meanings of transcendence are:

A transcendent experience involves becoming totally absorbed in something or someone "outside of one's own psyche." (Maslow, 1976, p.259) This experience is not limited to the mystics, the professional religious person, artist or intellectuals. The experience is available as well to the businessmen, educators, and politicians who may also experience transpersonal existences.

Transcendence involves moving beyond the selfishness and ego-centering attitudes to move gracefully in the flowing natural world and psychic world. It involves "being in harmony with nature" and living in a receptive, yielding mode which accepts without judgement or fear.

Transcendence invokes being able to remove oneself objectively and detach from other's behaviors which are evil, ignorant, or immature.

Transcendence means developing the ability to be a person and not just a "role". This means taking responsibility for being viewed as different or unpopular and not yielding to others' attempted manipulations or seductions. These characteristics emphasize independence and responsibility over co-dependence, following, or irresponsibility.

Transcendent experience evokes the desire to accept one's destiny and to allow each chapter of life to unfold naturally. One may forego the compulsion to take charge and control persons, events, and environments. This requires the attitude of "having rather than not having; having arrived, rather than moving toward; letting things happen versus making them happen." (p.266) One, therefore, lacks nothing and more easily moves into a state of happiness and gratuitous grace. In other words, individuals already have everything they need.

Once an insight or illuminating experience occurs, one cannot be "naive or innocent or ignorant again in the same way. . ." (p.265) One cannot "un-see". (p.265) Once awakened, however, an individual may continue to live casually, or live the ordinary life in an extraordinary way.

Maslow stated the following regarding individual differences: "The highest attitude toward individual differences is to be aware of them, to accept them, but also to enjoy them and finally to be profoundly grateful for them as a beautiful instance of the ingenuity of the cosmos. . ." (p.267) The recognition of commonalities, the sense of belonging, and true humanity prevails overall in transcendence.

Frankl stated that in order to transcend, the individual must be "directed toward someone or something other than oneself . . . the more one forgets himself--by giving himself to a cause, to serve another, or to love--the more human he is and the more he actualizes himself." (1959, p.133)

IC: The intuitive consultant incorporates all of these conditions of transcendence into the responsible implementation of his/her service.

3. TC: Transpersonal concepts acknowledge and respect the "shadow". As Vaughn mentioned, the personal shadow represents one's dark side and embodies such concepts as fear, hatred, or disgust. "At the personal level . . . we project our own unacceptable impulses onto others." Anything seen in others reflects a projection of that from within the individual. Externalizing projections enables one to confront and resolve these shadow characteristics within the Self. One must unmask the shadow Self in order to promote continuous, constructive integration. The individual works on this alone and with assistance from others. The shadow also represents the unknown. The best recourse in resolving and understanding the shadow self remains simply to trust, have faith and surrender. Although the shadow lies within our subconscious, it remains within our ability to recognize and to understand it.

IC: The intuitive consultant helps guide the business manager to view the light as well as the dark or shadow aspect. The intuitive consultant may bring to light previously unrecognized shadow areas with the manager at a personal level or with the company and may include such issues as greed and selfishness, misuse of power, unscrupulous control and manipulation, and unbalanced desire for material possessions versus the welfare of the employees and the community. In the path to wholeness, this is a necessary and essential part of the process that helps ensure the manager's, as well as the company's integrity and honor. Consistency among thoughts, clearly-defined intentions, and appropriate, right action guarantees transformation and possible success. The intuitive consultant is a promoter of transformation.

4. TC: Maslow recognized that there must be a ". . . change in our attitude toward the human being and toward his relationship to the world." (p.56) Human beings must be able to adapt easily and readily to the acceleration of life and its changes. He recommended developing a creative attitude and offered fourteen suggestions to help transform one's attitude:

Living in the present - digesting and assimilating the past and foregoing apprehensiveness about the future;

Functioning with innocence - releasing the "shoulds" and "oughts";

Expanding consciousness/awareness - being aware of one's ties to others, freeing oneself from the need to influence, appease or impress;

Losing self-consciousness - foregoing over-analysis, criticizing, judging, evaluating experiences;

Exhibiting constructive discipline - experiencing, without carrying out action, stunts creative work and inspiration;

Focusing on courage, confidence, and strength versus fear, weakness, anxiety, depression, worries, conflict and physical pain - "Absorption casts out fear"(p.64);

Choosing a positive attitude and acceptance through receptivity, non-interference and humility - foregoing judging, rejecting, improving, evaluating;

Trusting versus controlling - practicing relaxation, waiting, receiving without straining, striving or efforting;

Receptiveness - permitting, loving, caring, approving of the nature and style of the matter-at-hand;

Integration of the whole self - unconscious and conscious;

Savoring aesthetic perception versus abstracting by dissecting to find reality - the "map" is not the territory;

Functioning spontaneously - "letting capacities flow forth easily without conscious volition or control";

Fully expressing - involves uniqueness, honesty, naturalness, truthfulness; and lastly,

"Fusing with the world" (p.319) - being in the world but not of it.

IC: These attributes and attitudes cited by Maslow are the attributes and attitudes that the intuitive consultant carries within, or holds as the ideal. Resonating with these qualities would be a must considering the degree of responsibility, integrity, and benevolent intent that the intuitive consultant promotes.

Chapter Five

Business Managers' Responses From Questionnaire

The student/consultant created a questionnaire to capture the responses from the business managers who participated in this research project. The following information reveals why the managers chose to participate, how they feel they benefitted, what value the intuitive consultant contributes, timing factors, accuracy, confidentiality, the need for an efficient report format, and the strengths and weaknesses of the intuitive consulting process.

All four managers said they would not have agreed, or would have hesitated to agree, to participate in this research if they had not already known the student/consultant. Manager "AA" mentioned that this was due to the 'unusual nature' of the study, the time commitment involved, and the inability from the onset to weigh the cost [of services provided by an intuitive consultant] versus potential value.

What factors were the most important in establishing their relationship with the student/intuitive consultant? A list of seven choices were given: previous acquaintance, interest in subject of intuition in business, trust, professionalism, integrity, honesty, academic student. Manager "A" said, "Honesty, trust, integrity, and professionalism" were the most important. Manager "AA" said that "trust is there already because of a previous acquaintance," therefore, one may presume that the issue of "trust" was this manager's most important factor. Manager "B" stated that the most important factor was his interest in the subject of "intuition in business." Manager "C's" responses included, "previous acquaintance [with student], trust, professionalism, integrity, and honesty."

In response to what drew their attention the most, Manager "AA" expressed a curiosity about the impact of applying transpersonal principals to business. Manager "A" was curious, interested in transpersonal psychology/philosophy, interested in intuitive subjects, interested in succeeding regardless of the method used, and held a desire to support the student/consultant. Manager "B" was drawn most by an interest in intuitive subjects. Manager "C" held an interest in intuitive subjects and held a desire to support the student/consultant.

Another question posed was, "How important was the educational process during this project? In other words, did the student/intuitive consultant explain "how" this form of information gathering works? In your words, according to your present level of understanding, how does it work?" Manager "A" stated, "My understanding of the information gathering process is that the individual consultant has been provided with a gift of experiencing the universal energy as it relates to a specific event, item, or person. This coupled with the consultant's efforts at honing and improving their ability to understand this energy, allows it to manifest in an image that can be interpreted on a conscious basis. The interpretation is one that is done jointly by the client and consultant since in many instances the image of the event or item may not make sense to the consultant."

Manager "AA" stated, "I don't think it's important to know how it works. You can drive a car without being a mechanic. The key is to know that you are dealing with a person who

has previously impressed you with their ability to guide you and provide you with accurate information from their past readings, and therefore, you know that this person is capable.

Manager "B" did not actually answer the question, but made the following comment, "Student's entire approach was totally professional, especially in areas where collateral material was integrated into personal discussions. This helped put everything together as kind of a 'total package.'"

Manager "C" responded, "With the student utilizing a variety of intuitive tools/imagery, business decisions are clarified, validated, or totally discounted as being important, for the client. This is not seen so much as a 'predictive' consulting approach for me as much as it is an affirmation of 'seeds planted' and direction verified."

In response to the question, "What did you learn about this intuitive process for gathering information and using an intuitive consultant for assistance?" Manager "A" said, "From my perspective what I learned about the educational process was twofold. The first and foremost was that it provided a more thorough understanding of the intuitive 'process', philosophy, and its vast potential for practical application in society/business. The second thing I learned was that it heightened my awareness that the business is not only a vehicle for improving personal wealth, but it is also a means of experiencing personal growth." Manager "AA's" response was summarized in his remarks under the category of "the role of the intuitive consultant" which begin on page ten.

Manager "B" responded, "Being intuitive by nature, I have strong feelings about exploring personal attitudes about decision making."

Manager "C" said, "The process expanded my thinking. [An example of how my thinking expanded was in] interviewing a potential employee for my department which was viewed as a traditional female position, [as a result of the information supplied by the student/intuitive consultant] I expanded my thinking to include males. Also, I was at times 'hung up' on details of my company's reorganization, which the student told me was really irrelevant to the bigger picture. I learned that, over and over again! Good concept to remember!"

All four managers gave the matter of "confidentiality" a rating of highest importance. On a scale of one to ten, with ten being most important, they all selected ten. Manager "AA" commented, "Confidentiality is of greatest importance because you do not want your competition, or employees, to know of your innermost plans until you are ready to divulge them to the marketplace."

All four managers indicated that a type-written report of the information provided during the meeting was most helpful and only one manager also liked the idea of receiving a tape recording of the sessions. This Manager "AA" stated, "My desire is to have both. You need to refer to the tape to gather the correct nuances of the information provided and the tape supplies back up detail."

On a scale of one to ten, with an attempt to measure objectively the manager's subjective opinions regarding "accuracy", Managers "A", and "B" responded with a "seven" out of "ten". Manager "AA" commented, "The degree of accuracy is hard to track because time is a continuum rather than a frozen event. There were things which occurred later than anticipated, and so, the information was accurate but not useful for the intended time frame." Manager "C" indicated an accuracy estimate of "eight".

Were some projected events more accurate than others? All managers responded affirmatively and cited examples. Manager "A" said, "The events such as, 'Seeing a company beginning with the letter "E" being significant,' was on the mark, but unfortunately, my expectations with regard to timing were not in line. Once my expectations regarding the timeliness of events extended beyond just one quarter of business [cycle], I became more cognizant of the consultant's accuracy."

Manager "AA" said that, "The consultant discussed from the very beginning that there would be three partners rather than [the original] five." The consultant responded when asked about a particular deal that it would resurface for another opportunity. The deal went away, and the manager thought it was gone, but the deal did resurface six to nine months later. The consultant indicated in June 1994 that one partner would be losing his temper more frequently, and this transpired in January 1995.

Manager "B" said, "Sometimes, personal interactions were the hardest to understand, occasionally clouding the overall projections." The student/consultant was reminded by this comment to remain objective, and not emotional, when conducting the sessions.

Manager "C" said, "The description of people and their personalities were very accurate--these were people who were identified to me as being either supportive or 'barriers' to my overall efforts. [The student/intuitive consultant provided] very detailed descriptions."

Were the issues that were brought to your attention in the projections the issues that you were the most concerned with at the time? Manager "A" said, "No. In many instances the information brought to attention dealing with the struggle and interaction between the five partners. Although this was very important with regard to the growth and viability of the business going forward, my attention regarding the intuitive consulting was more focussed on outside business opportunity for the company."

Manager "AA", one of the partners, also responded with a "No". "Because we were more concerned with our issues, even though projected issues may have been more relevant."

Manager "B" had an opposite reaction. Manager "B" stated, "Yes", the issues were the ones he was most concerned with at the time. "Absolutely. Student was exceptionally keen about this aspect of our discussions."

Manager "C" indicated that 'usually' the issues that were brought to the fore were issues that she was most concerned with at the time. Issues such as, "Reorganization and receptiveness of my management to new ideas, etc., were very important. People playing 'key' roles in my life [as indicated by the student were] very important."

Were there issues brought to your attention that you were not aware of, that seemed to come from "out of the blue"? Manager "A" responded, "Yes. The premise that the company would have only three partners going forward was one that was not expected but, as time passed, one that was very accurate." Manager "AA" also said, "Yes", and cited when the student/consultant informed about one of the partners looking for another job, and the fact that it was revealed that not all of the partners had the same motivation or level of commitment." Manager "B" said, "Yes. Usually these, again, seemed to deal mostly with the involvement of people, i.e. the subject of employee dishonesty." Manager "C" commented, "Yes. There were issues brought to my attention of which I was not aware."

When asked, "Would you be cautious of utilizing the services of an intuitive consultant?" Manager "A" simply responded, "Yes. Unfortunately, like in all aspects of business, there are many individuals or companies that are not reputable and are looking for a means to exploit others for their personal gain. I would have to be very comfortable with the individual before considering them in a consultant role."

Manager "AA" responded, "Yes, because I'm a junkie. I get too dependent and almost get immobilized and cannot act without it then."

Manager "B" responded, "No, I would not be cautious."

Manager "C" responded, "Yes. [Qualities such as] credibility, trust, credentials, integrity, confidentiality are extremely important considerations for any type of outside consultant to a competitive business."

Regarding the "timing" issue, Manager "A" said, "In the beginning this was not the case, but as time passed, it became very accurate." Manager "AA" said, "Timing was the hardest thing for us to get right." Manager "B" said, "Yes, specific inquiries regarding timing were accurately projected, especially in project discussions regarding the sale and realignment of the business." Manager "C" stated the accuracy ranged "between highly accurate and moderately accurate" concerning timing and dates. Some of the timing was accurate, but a lot was missed. However, the accuracy of the event itself was right on. . . timing may have been off by a few months, or events still have not unfolded, [such as the prediction of a promotion for Manager "C".]

Is defining the timing of an event an important feature in the projection process? Manager "A" said, "In many instances it can be important. I believe that the client has to specify regarding the issue if it is important. The projection can also be useful information as business is being conducted day to day regardless of timing."

Manager "AA" said, "Early on I would have said 'Yes', but I find that it's not as important to know when. Just let things unfold and be prepared. That's what a guide helps you do."

Manager "B" stated, "Timing is paramount."

Manager "C" stated that the timing of an event "Helps with the planning process. It affirms the need to be organized and to have the ground work prepared. By the nature of our business, the rumor mill was 'out there' with predictive timing of events. In some instances, I already had a 'heads up' on some of the timing."

Did this [intuitive] information help confirm your own 'intuition' about certain deals, projects, personnel issues, relocations, re-organizations, generally? Manager "A" said, "Yes. The most difficult part of determining if certain projections confirmed my intuition was, 'was it my intuition or my business acumen that was being confirmed?' As time went on, I found that it did not matter since my objective was to have one being the same as the other. But, overall, I can say that I was not overwhelmingly surprised by any of the events."

Manager "AA" also said, "Yes. Personal-interpersonal relationships were confirmed. What I felt, but logically did not want to happen, happened. The partnership broke up. In dealing with clients, prospects, etc. I always have a good feeling or bad. These [feelings] were confirmed [by the student/consultant]."

Manager "B" responded simply with a "Yes".

Manager "C" said, "Yes".

Did this information provide the big picture, the details or both? Manager "A" said, "The big picture as well as some details. As we discussed transactions, the projection was usually one of 'yes or no' regarding our involvement with the prospect company. The details of the engagement and type of service provided were usually not addressed. Details about the individual partners demeanor and how they approach the business was very accurate and detailed."

Manager "AA" said, "Both. As far as big picture projections, it seems like there were many details, but big picture related to the overall scope of the company, and its potential success. Don't forget that the company is its own entity and is still alive and well in spite of the partners [five partners to three]. The projections as to how the partners will relate to each other came across very clear in the big picture, but the details [provided by the student/consultant] of how it would happen surprised me."

Manager "B" did not specify examples of either big picture or detail projections.

Manager "C" said that the projections provided "both the big picture as well as the details. One big picture projection included the reorganization's domino effect that projected certain removed/retired personnel."

Would any of these managers hire an intuitive consultant on a fee-paid basis? Managers "A", "AA", and "C" responded with a "Maybe," while Manager "B" said, "Yes".

Chapter Six Projections and Confirmations

This chapter highlights a sample of the projections given by the student/intuitive consultant relevant to each of the participating business managers and their businesses. This chapter provides an example of the type of information provided for purposes of strategic planning, detailed descriptions and insights on personnel, specific projects, and potential deal opportunities. Most of the Forecast Reports averaged from five to six pages in length, double spaced. In the following, the initials "S/IC" represent "student/intuitive consultant".

Strategic Planning/Big Picture Projections

. . . For the Financial Consulting Group

S/IC: (June 1994) "'Three' is significant for you."

(September 1994) "Eventually, some existing plan does not come to pass; structure falls apart . . . this isn't the dissolution of the company, just a structural change."

Manager "A": (September 1994) "Does this structure make sense now? Is it the most efficient or are there other alternatives?"

S/IC: (September 1994) "There will eventually be a 'changing of the guard' a new installment. . . The partner that wears the ring from Duquesne, his skills and abilities are going to be used the most over the next three months. There is one that will not have to be asked to leave, but he will leave on his own "discord" due to his own dissatisfaction. Watch the tempers. There will be changing tides, go with these . . . a relationship with one of the partners must end. Just on two different wavelengths and too far apart from each other. May be beneficial in some situations, but in this case there is too much tension."

Manager "A": (February 1995) "Should the group stay together?"

S/IC: "There has always been the feeling that the group of five will exist, but, one or two will be leaving. This is a choice thing. Not yet firmly decided. These people will be replaced if they go. There will be a falling apart of the current relationships in the group."

Manager "A": (February 1995) "Does the structure promoting individual wealth vs. corporate wealth promote our business or make it worse?"

S/IC: (February 1995) "You will decide to change this policy by September 1995 to a "share the wealth" idea vs. the current structure promoting individual wealth."

S/IC: (May 1995) "There is a breaking up among the partnership. Mostly based upon incorrect information. Based on misunderstandings, and not being able to courageously put each person's true intentions on the table . . . the group will stay together during the summer."

By September 1995, two partners decided to leave this group. The remaining three partners decided to structure a "share the wealth" idea regarding income.

. . . For the Restaurateur

S/IC: (June 1994) "You're unable to move as soon as you want to. You don't have enough information yet or the correct information yet."

Manager "B": "Can you see any kind of time table when I would make a move from this place? Do you see it being around here or out of state?"

S/IC: "I believe you will move in 1997 and will relocate within this state.

"Someone will be leaving regarding a type of partnership. There is no dissention, but there is dissatisfaction."

Manager "B": "My son-in-law, the head chef, wants to leave. He is a much greater talent and capable of doing more than what he is doing now, here."

S/IC: (June 1994) "I see an inspection due in the near future."

Manager "B": "Yes. They are coming within the next week. They come twice a year."

S/IC: "I see that you are still considering the idea of a bakery, but you won't do it."

Manager "B": "Yes. I've been trying to reinvent this place, but no matter what I do, it doesn't work."

S/IC: "I foresee changing the menu again. It feels like more ordinary varieties of foods."

Manager "B": "Yes."

The son-in-law who was the head chef left by October 1995 and accepted employment elsewhere. Manager "B" is still in the process of selling his business and speaking with interested parties as of May 1996.

. . . For the Corporation

S/IC: (January 1995) "At the end of March there will be news received that will shake up the company. Quite unsettling, sadness. The company will remain in the eyes of the public a very stable company doing all the right things. There will be layoffs, tears, unhappiness in emotions, quite significant changes."

"I feel the loss of an individual in a high place, probably the president."

Manager "C": (June 1995) "In March there were two hundred employees across five states that were let go. Many received very nice retirement packages and were treated in a very humane way. The CEO was let go and replaced."

Personnel and Associate Issues

. . . For the Financial Consulting Group

S/IC: (September 1994) "You seem to have some concern with a woman who is losing money (possibly named Jane). She is lazy at this time. . . she may be running one of the companies that you are involved with."

Manager "AA": (September 1994) "Jane is the woman. She would like me to find some backers so that she can buyout the partners. I'm staying away because she is bad news."

S/IC: (September 1994) "You may receive a message from the southwestern portion of the U.S. bringing good news, and there is a lot of writing involved."

Manager "AA": (September 1994) "I received an investment memorandum from a Texas buyer who showed me how to structure a deal."

. . . For the Restaurateur

S/IC: (January 1994) "I feel that someone you know is stealing from you. You are being deceived."

Manager "B": (January 1994) "Yes. I think I know who it is."

S/IC: (January 1994) "Regarding a separate incident, I see a lawsuit going on. You will win it. I don't like this present attorney though. I advise consulting with another as will be suggested by a business associate of yours. Trust your intuition in legal issues."

By June 1994, Manager "B" had taken the advice of a business associate, changed attorneys, and won the lawsuit.

S/IC: (June 1995) "There will be three employees leaving. . . "

Manager "B": (June 1995) "Yes. We're cutting back. Three are gone now."

S/IC: (June 1995) "I feel a good connection with firemen."

Manager "B": (June 1995) "The next door firehouse is a hostel for visiting firemen. We took good care of a group of firemen recently who came in from out of town for a dedication to deceased firemen."

S/IC: (October 1995) "I feel a problem with the cooks. They don't follow what you want them to do, and there are budgeting problems. I see a female coming in to cook."

Manager "B": "Yes and we did bring a girl in for lunches."

. . . For the Corporation

Manager "C": (June 1995) "Who will be selected for the permanent/part-time position?"

S/IC: (June 1995) "Indications are that a male would be selected. He is on the lean side, darkish skin, highly motivated, patient, mature, kind-hearted, and was previously laid off. There may be four people interviewed or considered for this position."

(September 1995) Manager "C" responded that this description fit the individual hired by the department that is located on the floor above her. Manager "C" hired a female, but mentioned that by the S/IC even suggesting that a male may be selected for the position, it allowed her to open her mind to the possibility of hiring a male in that position.

Projects and Potential Deals

. . . For the Financial Consulting Group

At each meeting, the student/intuitive consultant was given a list of twenty to thirty potential deals that the group was considering. The deals would be placed in categories of "worthy to pursue" and "not worthy to pursue" with detailed comments provided beside the deal name. These are a few examples using coded deal names:

Worthy to Pursue:

- Deal TSP: "There are good quality people with this. It feels like a 'hot one' and should review sooner than later. Timing is important. I saw a red light and yellow light but not a green light." Manager "A" noted that these were good comments and that they almost got the deal but didn't.
- Deal CTL: "You will realize at least the value of the inventory. You won't fall short and lose on it, but it also isn't a very profitable venture." Manager "A" noted that this was accurate.
- Deal DEL: "I saw a white cross and felt a common philosophy." Manager "AA" said the deal was "captured," a term meaning that the group did the deal.

Not Worthy to Pursue:

- Deal CRS: "I sense outside superficiality. You can't seem to get to the stability on the inside." Manger "A" said the deal went away.
- Deal FRS: "I feel some connection with railroads. Place this deal near the top of the stack so that you can quickly decide. It is possible but remote." Manager "AA" said they passed on this deal, and that the company did have a connection with railroads.
- Deal ROI: "Individual with this company thinks he's king. Can't take advice. The group's association will be to assist, but, ROI's CEO needs to be checked for cooperation [maneuvers]. Manager "AA" commented, "How accurate! The CEO used the services of the group and then cooperated with another firm for the deal."

. . . For the Restaurateur

- S/IC: (October 1995) "I see you doing some work with the electricity."
 Manager "B": "Yes. We're having trouble with the breaker panel."
 S/IC: "I see this was initially installed about six years ago."
 Manager "B": "Yes. It's obsolete now."

. . . For the Corporation

- Manager "C": (January 1995) "Should this project, [Project A] be handled internally or by an external group?"
 S/IC: "(January 1995) "An outside group is supposed to handle this project."
 Manager "C": (June 1995) "A big piece of this project was handled by an outside group. Eight meetings were held trying to get management to keep the project in-house without success."
 Manager "C": (January 1995) "Do you see any barriers with Project "B"?"

S/IC: (January 1995) "This program seems to take a backseat to the other programs. There is silence in this activity. Perhaps, it is just not started in 1995. Other more important issues need to be addressed, and there is a change in your position."

As of January 1996, no action has been taken on this project due to the company reorganizing, and Manager "C" was asked to step out of her position and into her supervisor's position as acting vice-president, for a period of about three months. Directly after that assignment, she was asked to serve on a special project out of town for about three to four months.

The student/intuitive consultant felt that at the ground level, the projects cited in the Forecast Reports helped to secure peace of mind for the managers as they moved through their decision-making processes.

Chapter Seven
Sociological Potential and the Role of the Intuitive Consultant

Cultural Creatives From the Integral Culture

From a sociological viewpoint, intuitive consultants fall into an emerging category, termed by Paul H. Ray, Ph.D., "Cultural Creatives". Ray is a sociologist and Executive Vice President of American LIVES, Inc., which specializes in research and analysis of values and lifestyles as a cultural phenomenon. The central thesis of his research shows the emergence of a new cultural form, "Integral Culture"--a new constructive synthesis of Modernism and Traditionalism--a synthesis which moves beyond both, while not rejecting either. Integral culture aims toward a transformative future which manifests a distinct tolerance for ambiguity--beyond either/or." (1996, p.6)

Ray cites the values of this Integral culture. These values parallel those of the intuitive consultant:

"Compared to the rest of society, the bearers of Integral Culture have values that are more idealistic and spiritual, have more concern for relationships and psychological development, are more environmentally concerned, and are more open to creating a positive future." (1996, p.7)

One could consider the intuitive consultant as a subset among the Cultural Creatives. Cultural Creatives

"comprise about 24 percent of the adults in the US or about 44 million people. Cultural Creatives are coming up with most new ideas in US culture, operating on the leading edge of cultural change. The overall male-female ratio is 40:60 or 50 percent more women than men. CC's are people who have a higher standard for spirituality, personal development, authenticity, relationships and toleration for the views of other people . . ." (1996, p.8)

In speaking with about twenty intuitive consultants, the student/intuitive consultant recognized several common themes. Intuitive consultants:

(1.) expressed the desire to be of service to humanity, (2.) want to bring peace to the planet, (3.) want to educate and train people to live to their fullest potential which includes incorporating intuitive, whole-brain thinking and awareness. Ray's findings on the prevailing attitudes of Cultural Creatives focus on the altruistic, and idealistic possibilities for society's future. "These CC's are the carriers of more positive ideas, values and trends than any previous renaissance period has ever seen. They can probably be mobilized to act altruistically on behalf of our future." (1996, p.13) Perhaps the evolutionary ideas presented in chapter eight of this thesis by the intuitive consultants who were interviewed for this thesis are probabilities and not just possibilities.

Chapter Eight
Points of Interest From Interviews With Thirteen Intuitive Consultants

Potential Evolution of the Intuitive Consultant's Vocation: Positive and Negative Aspects Considered

Anonymous: "There are two ways that intuitive consulting will evolve:

(1.) There will be a proliferation of 'how-to-be-more-intuitive' courses. Intuitive training is happening because we're pandering to the corporate need for fitting into their structure. (2.) People like us will continue to be a source of confirmation or tool for others."

Willard Draison: "There are two aspects to the evolution of this profession. One aspect of the evolution is through society's acceptance. As society becomes more conscious of this other dimension and values it as a legitimate source of information, then the intuitive consultant will be called into more places. Intuitive consultants will have a wider role in society. Places that are now closed due to ignorance will open up."

"The other important aspect addresses the point of view expressed by intuitive the consultant. The quality of the information and reliability of the information will improve. Right now the quality and reliability of the information is a vague thing. Intuitive consultants say they are seventy, eighty, or ninety percent correct, and they're just making up numbers. They have some gut feeling about it, but that's about it. I think that tracking the measurement of accuracy percentages will improve. People will become clearer as society, as the culture, accepts intuition and values it. I think the information will become clearer, if only because of that. I think we'll start measuring intuitive output in order to give us a better idea of the quality and the accuracy."

"I've had experience where someone has said that they never get anything like what I call 'intuitive hits'. I then explain what intuition hits are to them and they are able to recognize that they do have intuitive hits! I spoke with this OBGYN guy once who had no idea of any of this. I explained some intuitive hits to him and he said, 'I don't really believe this happens.' Ten minutes later, he said, 'Now that you mention it, a day before a patient shows up I will have been thinking about them, and the next day they show up, and this happens a lot.' There is a lot of that. I think that is even true of intuitives, too, but probably not as blatant as that. I think a lot of information comes through that is ignored and will become less ignored as people become more conscious of it. The quality will improve."

Roger Frantz: "There are at least two things that could happen. One thing is that, eventually, if this were to become more and more acceptable, it would be like having a human resources advisor. You would have somebody who's there to help and primarily gives training in utilizing your intuition. You go to college, get a degree, take marketing, and now you're going to learn how to access your intuition. There would be somebody there that just does that. That's a possibility."

"The other possibility is that there will just be more and more managers and CEO's that have a lawyer, they have an accountant, and they have somebody who does this perspective

for them on what's going on inside the business. For instance, an intuitive consultant will reveal the real the motive behind any particular person's actions and all the unspoken stuff that is going on. The intuitive consultant will give the business person advice on these situations."

"The problem is that there is a potential downside to this which we seldom talk about. If you have any person using intuition that is not being guided by benevolence, then you could be talking about Adolf Hitler. This could be spook central. There's an organization called the Renaissance Business Associates which is located in Boise, Idaho. They had their [1995] yearly conference in Boise. A professor of business at George Washington University gave a talk, and one of the things he said rang true. One of the downsides, or darksides, of talking about spirit, the spirit of business, or the spirit in business, is that it is very, very close to fascism."

"When you have fascism, what you have is people worshipping the state as though the state has a spirit, and for instance we're going to bring out the best of the German spirit. If we talk about the spirit of business, we'll have people worshipping this non-physical aspect of business, and that's one step removed from fascism. There is a potential dark side to this. This professor has published a new book about living in a time of turbulence and what you can do in this time to center yourself, etc. There's definitely a dark side to this."

"One morning last spring I woke up and said, 'a conference in San Diego, every year, to be put on by people in San Diego.' I literally called the university and said, 'I have this idea . . . , ' and before the end of the day, the whole thing was set up. Since it's our university we'll focus on intuition and its role in science, education, business and economics, counseling, art, and human development and wellness. I have six people who are going to give talks in the morning on the conceptual level in their particular field of expertise. Four people are Ph.D's and two are M.D.'s. In the afternoon we also have six people, and one of each person's expertise is in one of six areas: science, education, business and economics, counseling, art, and human development and wellness. Each of them will do a two and one half hour workshop to teach techniques on how to utilize your intuition using conceptualization followed by techniques. The university loves it. They're very excited about this whole thing." [March 1996, Intuition Conference 2000, San Diego University]

Joseph McMoneagle: "I think there should be a relationship develop between an intuitive consultant and a business partner, where the business partner thoroughly understands that the information being given is being given without judgement. Basically, it is to help this business person make better decisions, or do better conceptualization for the future, without being burdened about being judged about what decision to make. Every decision they make changes the future, so, regardless of what decision they make, the benefits of the conceptualization is constantly changing."

"It's not the place of the intuitive consultant to say that someone is doing the right thing or the wrong thing. It's the place of the intuitive consultant that the ground truth is delivered, whether it's going to be liked or not liked. Then, the business man has to weigh that information along with all the other data they have and to make decisions that affect the future of the company. I think what the intuitive consultant does is breaches that particular element

in decision making. In other words, we don't necessarily pay attention to convention so we are willing to open doors that other people are not."

Carol Ann Liaros: "The ideal of the evolution of the intuitive consultant's vocation is that the skills, these intuitive skills that we all have, can be so commonplace, so respected, so honored, and so integrated into everyone's life in the business arena, that everyone can be their own 'intuitive consultant'. That's the ideal scenario."

Helen Stewart: "I think intuitive consulting will become much more common. For example, I happen to know someone who reads for CEO's of major companies and heads of state. I was working with a client on one issue, and I happened to know that the CEO of the company that he was working with also had an intuitive consultant. I have a feeling that people will be approaching the negotiating table with the attitude of knowing that each person is utilizing the services of an intuitive consultant. In my work I see this occurring more frequently. I wasn't able to tell my client that I knew the other person was also employing an intuitive consultant! It happens all the time. You would be amazed."

"I think we will become certified. It certainly gives credibility. I think that we will develop. We are a new discipline, and we will evolve as any new discipline evolves similar to the development over the past century of sociology, psychology, or various studies such as women studies or ethnic studies. Those people who are engaged in this work will have to develop the standards for the profession."

"There is this organization called the American Association of Professional Psychics. There is another organization that I have seen "On Line" called International Association of Intuitives or something like that. Standards will develop. When I was certified by AAPP, I had to read for several people, who would get together afterwards and talk with the president and consider certification for the intuitive. I m a certified intuitive in that sense, but it matters by whom you are certified."

Alan Vaughan: "I think, in the future, this concept will come back, and that corporations will be more open to admitting that they use intuitive consultants. Then, it will become more respectable. Along with this, I see intuitive consultants going through professional training to receive educational certification. I've seen that in many other fields, like hypnosis. Hypnosis used to be considered supernatural. Now, there are hypnotist societies. It is well accepted, and it works. I think the same path will be followed by intuitives."

Evolution of Intuitive Consultant's Vocation: Negative Aspects

In an article that appeared in Noetic Sciences Review, "Is PSI Sacred?" Rachel Naomi Remen asks the audience to consider the moral and ethical question surrounding the use of psi. "If psi is an untapped or 'hidden' power, in what ways do we need to take responsibility for the consequences of research and development of this power?" She stated that,

The same ethical, moral issues arise around the use of psi powers as around any other human interaction: issues of privacy, respect for the individual, autonomy and integrity. Human abilities very often serve human agendas.

All human endeavor needs to be considered in terms of the values it serves . . . While the scientific study of psi is new, psi itself is not new. It has been described in the oldest of human documents, the teachings of Islam, Buddhism, Yoga and many other religious traditions the world over. A word used to refer to the psi powers collectively is the 'Siddhis', the powers that may develop spontaneously on the road to spiritual maturity. By tradition, the Siddhis include clairvoyance, clairaudience, psychokinesis and the ability to heal and to levitate . . . All power has the potential to corrupt, and psi powers are no exception. . . In Buddhism, the recommended attitude toward the spontaneous occurrence of these powers is said to be 'indifference'. In discussing this with a Buddhist teacher, I said this seemed very harsh to me and asked him if people are ever ready to use these powers well. "Yes," he replied. "some people can use the powers without harm to themselves or to others." (1996, p. 35)

A Profile of Four Intuitive Consultants and the Work They Do

The student/intuitive consultant conducted an interview assignment in August 1995 with four intuitive consultants working with the business community. The purpose of this assignment was to discover the different facets of how intuition is being applied within the business community. This information encompasses the intuitives' titles and the types and sizes of organizations who employ their services. The intuitive consultants willingly revealed salaries and personal lifestyle information. This information gives the reader practical information on the work and life styles of four intuitive consultants.

During the interviewing process, the most outstanding attribute noticed by the student/intuitive consultant was the willingness of each of the interviewees to be genuinely helpful and cooperative. They shared much of their experience, wisdom, and humor relating to their own endeavors. Two of the four women function in an advisory capacity, whereas one was an educator/trainer and the other was basically a researcher.

Their titles range from President of their own company to Intuition Consultant, Informational Psychic, and Intuitive Consultant. A spirit of independence and enthusiasm highlight their personalities. They not only believe wholeheartedly in their work and their purpose, but they sound like they actually enjoy their work! How inspiring. While many people drag themselves off to work each morning, these women have found an expression of renewing joy in their lives. These individuals dedicate their time, energies, and skills to helping others, a true and natural, spiritual common denominator among this group.

These women are highly regarded and respected in their fields. One could hear competency ring through their voices and in their responses to the student/intuitive consultant's questions. Integrity emanates from each one of them, therefore the request from potential employers for qualifications or credentials seldom rises. These women's integrity and credibility seem to go unquestioned. Most, if not all, of these intuitives have business cards. Some have a brochure, and some have a kit that holds accomplishments and testimonials. Some have had articles or books published and are quite successful.

When they were asked how they developed their client base, all four intuitives responded that the customers came to them through referral. They never advertised. The fact that these intuitives never advertised confirms the Universal law that one receives what one needs when one needs it. Their faith in this Universal law applies not only to developing their customer base, but also to needs fulfilled in the areas of personal finances, a new direction, or a new way in which to offer their intuitive talents.

These consultants work with a diverse range of organizations. Their contacts were, and are, with people in varying levels of management, including CEO's. These individuals have contributed their talents to companies, small (15 - 500 people), large, (over 500), and to Fortune Ten. The industries they have serviced include: manufacturing, marketing, advertising, publishing, hotels, sales organizations, service organizations, shipping organizations, financial organizations, a paper company, money brokers, travel agencies, doctors, veterinarians, and, even to my surprise, one drug dealer! If anyone needs spiritual guidance from an intuitive, it would surely be a dealer in that line of business.

When the student/consultant inquired about repeat business, most agreed that it varies. Some established relationships have continued year after year. Other relationships are finite, and some require the most guidance in the beginning, such as the small business start ups.

These intuitives lend their expertise in the areas of: working with and educating people, strategic planning, long-term future trends, human potential development, finances, and even spiritual counseling for the entire families of the smaller business enterprises. "If the home life is solid, they will make it in business. If you cannot get your home life organized, . . . they invariably lose their business and end up in a divorce. It is a pattern I have observed," stated one of the interviewees.

These intuitives work either at the location of the business or at a conference center if conducting training. A good portion of the consultant/advisor's work is done over the telephone from the intuitive's own location. Travel opportunities abound for some, if one is open to and enjoys that avenue. Some of the intuitives have travelled internationally to meet with clients in France, Australia, Africa, England, and Germany.

For those who work in an advisor/counselor capacity, communication generally is verbal or tape recorded. If general research or research consultation is done, it is either presented as a written report or in the form of a lecture. The telephone seems to be the predominant "channel" for relaying information. Communication in the corporate environments must be geared to their ear. In other words, it is important to "speak the language of the land you are in," as one intuitive teaches. The spooky words are "couched" and made safe allowing the enlightened message of the existence of intuitive abilities to be received comfortably.

One of the intuitives chose to transition from functioning on a one-on-one advisor/counselor basis to serving a larger audience by teaching intuition training. Her desire is "to inspire and raise people's levels of intuition and show them how to do it." Another intuitive calls herself a "Psychic Consultant" outside of the business arena, yet accepts whatever title the business coordinator chooses while working onsite with the business. She also moved from private individual counseling to contracting with corporations.

She now privately counsels individual business persons regarding business issues as part of her contract.

The student/intuitive consultant inquired about how long it took these forerunners to become financially stable while working in the capacity of an advisor/consultant to the business community. Some grew into it from their already established private practices, and therefore, it was not such a diverse change in their income and may have only taken six months. Most were the sole supporter, and discovered that income fluctuates dramatically from time to time. Some reported doing exceptionally well and that the "sky's the limit." Rates varied from \$500 a day to \$3,000 a day. The average income seemed to be in the range of \$75,000 - \$80,000 a year, although it is most important to note that these individuals did not go into this field because they were motivated by the income potential. They were following a prompting or urging that has lead them on this path in this particular spiritual vocation. One intuitive stated she "asks for no money." The universe told her she would be rewarded. "They pay me what they think I'm worth." She has received money, gifts, and even a car once.

Each intuitive stated that she has a strong support system from family, friends, and clients. Each feels upheld by a "vision carrier" in one form or another. A "vision carrier" is one who supports your endeavors and helps keep your focus on the bigger picture. The student/consultant anticipated hearing about the inspirational, earthly person who assisted in their journey, but was pleasantly surprised to hear that most vision carriers were non-physical. Some vision carriers were spiritual guides, the universe itself, or the intuitive's own intuition, experienced as a comforting, constant presence. Only one vision carrier was recognized as a physical person. That person was a Jungian analyst. Who better to help one see the bigger picture? This, again, confirms that we all receive what we need, in just the way we need it.

Three of these gifted, enjoyable people feel they are responding to their life's purpose. Their comments: "I am here to learn and to share the information I learn." "Absolutely yes!" and, "I just know I'm on the right path. I just know it. Part of my meditation is to put me in the right place with the right people at the right time and doing the right thing. And so I just know. I think that keeps me on the straight and narrow." One delightful intuitive made an interesting, thought-provoking comment. She stated, "I've never known what that is yet. Every time I think I know what that is, it changes. Every time I think that I am the boss--no. I find out that I am just a little bitty nothing. I start growing in another area. I thought being a psychic was the ultimate thing in my life, and I would never do anything else. Look what I am doing. (She opened a mailing franchise.) This has nothing to do with me being able to do what I do. [One's life's purpose is] transient. You can't define your life's purpose, the Universe has already defined it for you. You do not have that definition if you are in this level of action, of reality. You do not have control. You do as you are instructed. People think you are a free spirit, but you are not. You are doing exactly what you need to do."

Regarding health, relaxation, and diet, all four women responded that they were in excellent health. The services of chiropractors, analysts, astrologers, homeopaths, naturopaths, rolfers, as well as allopathic m.d.'s, and various other healers are utilized as needed. Most of their diets are vegetarian in nature, and most practice some form of exercise whether its walking, tai chi, or yoga. To relax, they have massages, use acupuncture, take warm baths, listen to music, watch videos, hang out with their kids, garden, read, and one even

plays a Baroque harpsichord! One intuitive feels that it is very important to avoid alcohol. "In everything I have read in terms of spiritual traditions suggests that alcohol can really do a number on your energy system." All responded that they meditate and use prayer. I inquired about "incubation periods" as described by Philip Goldberg in his book The Intuitive Edge. In chapter four, "Incubation: the Pause That Enlightens," Goldberg described incubation as "an extended period of time away from the relevant activity." (p.65) He stated that this definition may be changing that, "Whatever takes place during those long stretches of time might also occur instantaneously during microscopic diversions of attention. . . Quite possibly, while attending to one aspect of a problem, another part of the mind is, in effect, incubating." (p.67) Several intuitives mentioned they had experienced incubation periods and some had not.

There are three elements that stood out from the discussions with these intuitives:

(1) the importance of following one's calling and trusting that the universe will send exactly what is needed as it is needed punctuated each intuitive's obvious belief.

(2) there is a genuine spirit of the desire and intention to be of service inherent in these four women. This, along with their unique, creative expression, has propelled them into their current roles. Their current level of success did not happen overnight. It happened as a result of steadily moving from their heart center and following their own intuitive guidance. (3.) defining and applying one's personal spiritual foundation, beliefs, and values are essential in this line of work. Not only are they teaching their beliefs, but are also living examples which in turn lends the highest degree of credibility and integrity necessary to continue successfully on their journeys.

Chapter Nine

Literature Review

As of May 1996, the student/intuitive consultant was able to locate only limited material that had been published on the subject of the role of the intuitive consultant with business. The concept of an intuitive person being used as an advisor to managers, leaders, and kings is not new, but the student/intuitive consultant intended to keep the literature search to materials that have appeared perhaps in the last one to five years. There is literature that discusses the subject of intuition, leaders who use their intuition, and literature on how to use and/or teach intuition, but it was difficult to locate modern literature on the relationship, or role, of intuitive consultants and the business manager/leader. The student/intuitive consultant spoke with intuitive consultants who are writing books, now, that discuss this subject. Therefore, society may expect more literature to be published on this subject in the next one to two years.

There were a few references the student/intuitive consultant would like to share with the reader. A most engaging book published in 1960, Psychic Discoveries Behind the Iron Curtain, revealed a tremendous amount of interest and research that was being conducted in this field. It was indicated in this book that leaders such as Stalin and Hitler used intuitive consultants, referred to as psychics, in strategic planning and forecasting. It is not well known in the west, but Hitler, himself was a psychic, a medium, and practiced the black arts of the occult. Stalin, frequently, tested the abilities demonstrated by Wolf Messing, who one might refer to today as an intuitive consultant. In reading of these historical accounts, this is where recognition of the possible shadow side of these intuitive practices is paramount. Individuals must place their intentions on using intuition for benevolent purposes as discussed in chapter seven of this thesis.

Several articles, listed in the Bibliography, have revealed secret government operations known as project "Stargate" where the US government was using intuitive consultants to gather information using remote viewing.

There is, currently, one newsletter that shares some information on intuitives/psychics who are working with corporations and businesses. This newsletter is published by Creative Community Institute, Inc. in Buffalo, New York.

Chapter Ten

Summary

In conclusion, the student/intuitive consultant comments on the research project and the personal reasons for initiating this project. The student/intuitive consultant evaluated the relationships established with each of the different levels of management and noted the differences between those managers who were their "own boss" versus those managers who reported to others. The student/intuitive consultant offers a final comment on the role of an intuitive consultant and makes suggestions for a code of ethics for those individuals who wish to pursue the vocation of an intuitive consultant.

Comments on the Research Project

The student/intuitive consultant initiated this research project for four reasons: (1.) to satisfy a thesis requirement by demonstrating an understanding and working knowledge of transpersonal concepts, (2.) to supply the student/intuitive consultant with information and experience on the different aspects of an intuitive consulting service, (3.) to provide an opportunity for a win-win situation where not only the participating business managers would benefit, but also the student/intuitive consultant, and (4.) to prove to herself, as well as to the business managers, the benefits of this type of consultation. With these parameters in place, the student/intuitive consultant feels she has harvested the benefits of both personal and professional growth, insight into human behavior, improved intuitive skills, and increased confidence.

The student/intuitive consultant recognized at the completion of this research project that the more autonomy the manager had, the more risk the manager would be willing to take in consulting with an intuitive consultant. Middle management, and those who needed to report or justify their actions to others, responded with more reservations. The reservations were identified as an attitude of fear versus trust issues, and control and power versus allowing and "letting be" issues.

The student/intuitive consultant understands from conversations with other intuitive consultants that even at the CEO and heads of state levels, with whom these consultants work, that these leaders must answer to someone. Therefore, at this time, it seems to be of utmost importance that this type of consulting service remains confidential and discreet. The intuitive consultant, as an advisor, would be wise to focus on being discreet concerning one's clients, sometimes one's partners, customers and/or stockholders until society has an evolutionary expansion of consciousness. Ideally, this consciousness then would welcome this intuitive, whole-brain, approach as a comfortable and natural process to complement business decision making. The **intuition** consultant may be bringing intuition out of the closet, but the **intuitive** consultant, working as an advisor, may best perform their service away from the public's eyes and ears for now.

According to the managers, the information provided proved to be valuable, but because the manner in which the information was sourced was such a different perspective for them, it

took patience and understanding on behalf of the student/intuitive consultant while moving the managers through the learning process. Even though resistance and skepticism may have been attitudinal obstacles for at least one of the managers, the resistance and skepticism abated for even this manager as the process unfolded.

Forecasting a time frame for any particular issue was initially a concern, but the student/intuitive consultant's information regarding the timing of an event and the accuracy improved throughout the course of this project. Yet, even when the higher truth or big picture was presented as the more important focus, sometimes the advice was put aside until the manager learned the hard way that an employee wasn't going to work out, or a project was going to be delayed, or the company was destined for a transition. Establishing trust and a consistent track record, then, became a foremost focus of the student/intuitive consultant. The intuitive information oftentimes revealed:

1. The big picture, long term strategic planning suggestions, and trends
2. Details as necessary to provide clarity
3. Time management priorities; i.e. suggestions were offered to focus on project "A" at a later time, or to focus on this deal over that, or to focus on an employee situation versus a divestiture at this time
4. Personal issues and attitudes as they were either contributing to, or impeding, the managers' performance
5. Inspirational and encouragement messages that were given during the managers' impatience regarding either the company growth and development, or employee consideration, or relocation issues, or project completion deadlines

Relationships With Each of the Managers

On the subject of the relationships, the student/intuitive consultant was already either an associate or friend of each of the managers. It was noted by the managers that they would not have agreed to participate in this project if they had not already known the student/intuitive consultant. This, possibly, eliminated a purely objective viewpoint on behalf of either the participants or the student/intuitive consultant. The student/intuitive consultant, however, felt it necessary to share how she perceived the differing relationships established with each manager.

With each of the managers, the student/intuitive consultant felt a growing trust and respect towards this process and/or towards the student/intuitive consultant. At the time, unknown to the student/intuitive consultant, Manager "AA" was growing dependent upon this form of consultation, while Manager "A" was losing his skeptical attitude and beginning to acknowledge and to balance the benefits from the information given. These managers who worked for the start-up, financial group were, generally, conscientious and reliable regarding established meetings with the student/intuitive consultant. As agreed, they also wrote comments on the previously-submitted "Forecast Report" which was either completed and returned to the student/intuitive consultant at the meeting or shortly thereafter. The "Forecast Report" was the name given to the report created by the student/intuitive consultant for the

managers. The student/intuitive consultant enjoyed the rapport and the opportunity to learn to remain objective, and not emotional, regarding the success or failure of their group.

Manager "B", the independent, Type-A, restaurant entrepreneur, also was quite conscientious, seemed intrigued, and more often than not, kept the agreed upon meeting dates. He, generally, had the Forecast Report completed with comments. Several meetings took place in an informal setting, a recreational nature park. The formality of recording the sessions and the professional integrity of the meeting's purpose was still maintained. This impressed the student/intuitive consultant and allowed the experience to be meaningful and pleasurable.

Manager "C's" participation was examined with more consideration due to the complexity of roles and responsibilities that Manager "C" assumed by participating in this project. The interaction observed during this particular project with a mid-level, corporate manager was highlighted because it was so different from the interactions with the other managers. The student/intuitive consultant learned to recognize just how foreign this type of consulting appeared to the corporate manager.

Manager "C" is a personal friend of the student/intuitive consultant. On prior occasions, Manager "C" has been integral in granting the student/intuitive consultant opportunities to conduct "Stress Reduction" and "Intuition Development" workshops for this manager's department. The process of moving through this particular project, however, did not meet the student/intuitive consultant's expectations in the form of cooperation or response times. This reminded the student/intuitive consultant not to have expectations. The student/intuitive consultant also observed that the "roles" that one assumes in life can change one's attitudes and behaviors.

Unlike the other agreements, a precautionary addendum was added to the Letter of Agreement by the manager explicitly protecting the manager, the company, and the stockholders. During the first meeting, Manager "C" questioned how this intuitive information could be helpful since there were so many factors involved with corporate decision making versus the factors involved with an individual's personal decision making. The student/intuitive consultant sensed the manager's uncertain and uncomfortable feelings and wrote a follow-up letter with hopes of easing any discomfort or answering any questions that the manager may have had. (See Exhibit C) At the second meeting, the manager forgot to bring the Forecast Report that had been previously submitted to her by the student/intuitive consultant. Another report was provided and was completed by the manager during the meeting. These meetings provided an excellent learning opportunity for the student/intuitive consultant on how to handle unconscious resistance or discomfort.

Having worked for a major corporation for over eleven years, the student/intuitive consultant recognized behavior patterns exhibited by Manager "C" as similar to those behaviors exhibited by managers within the corporate culture. The corporate manager is accustomed to being in charge, controlling/managing people and situations, and needing to report or to justify one's actions to co-workers, supervisors, and stockholders. However, in order to gain the most benefit from working with an intuitive consultant, a manager would have to make some adjustments from this traditional, corporate thinking and behavior.

Manager "C" who is normally reliable and dependable delayed the kick-off of this project for three months, delayed submitting reports, and misplaced the final questionnaire. Although there may have been legitimate reasons for the delays, Manager "C" appeared to place this project lower on her priority list than the other participants.

Therefore, although further research or experience could indicate otherwise, the student/intuitive consultant recognized that middle management is one area where the inroads would be needed most in transforming the corporate mind set. Transformed attitudes would reflect win-win scenarios, cooperation and team work, equal value given to both rational and intuitive input, acceptance of diversity, trust, and setting intentions and then relaxing competitiveness, control issues, and power struggles. The intuitive consultant would have the most challenge in this arena.

The Role of An Intuitive Consultant

Given this experience, the findings from the research, and conversations with other intuitive consultants, the student/intuitive consultant formulated a concluding opinion on the role of an intuitive consultant. The role of an intuitive consultant is one who functions as a holistic advisor, who bridges traditional business principles with intuitive, whole brain, value-driven, virtue-based, universal principles. During this time of rapid change during the information age, the role of the intuitive consultant is to clarify win-win scenarios, amidst conflict or chaotic scenarios, and to share that information with already highly-qualified, competent, business managers/leaders. The business manager/leader, then, may view the conflict situation from a complete picture perspective and then may choose to implement, or to forego implementing, a comprehensive solution. The final privilege for making the decisions still remains with the manager/leader.

Code of Ethics

In closing, the student/intuitive consultant makes suggestions on a proposed code of ethics for those who feel compelled to pursue this vocation. These suggestions are made with a heart-felt intention to uphold the integrity of this profession:

1. The intuitive consultant would identify intentions and ideals, personally and professionally, which incorporate using intuition for benevolent purposes.
2. The intuitive consultant would help the client to identify the client's personal and professional ideals and intentions.
3. The intuitive consultant would honor and accept the client's present state of consciousness/awareness, while inspiring or encouraging transformation as the client is ready to experience it, at personal and/or professional levels.
4. The intuitive consultant would invite transpersonal growth and, thereby, live a personal (internalized), and public (externalized), life that incorporates love and peace as the foundation. Additionally, the intuitive consultant would hold an awareness of promoting such values as honesty, integrity, compassion, respect, non-judgment, discernment, forgiveness, and being process-oriented versus results-oriented.

5. The intuitive consultant would accept complete responsibility for her/his role as an agent of intuitive guidance and acknowledges to the client that no type of consultant is one hundred percent accurate all of the time.
6. The intuitive consultant, likewise, would encourage the client to take responsibility for his/her thoughts, decisions, and actions.
7. The intuitive consultant would honor the client's request for discretion and confidentiality and assumes this is always the agreement unless the client gives express permission for the intuitive consultant to share the information that was provided to the client.

References

- Aurobindo (Sri). The Syntheses of Yoga. Pondicherry, India: Sri Aurobindo Ashram Press, 1955.
- Emery, Dr. Marcia. Intuition Workbook, An Expert's Guide to Unlocking the Wisdom of Your Subconscious Mind. Englewood Cliffs, NJ: Prentice Hall, 1994.
- Evans-Wentz, W.Y. The Tibetan Book of the Dead (3rd ed.) London: Oxford University Press, 1957.
- Goldberg, Philip. The Intuitive Edge, Understanding Intuition and Applying It in Everyday Life. New York, NY: G.P. Putnam's Sons, 1983.
- Green, Elmer and Alyce, "On the Meaning of Transpersonal: Some Metaphysical Perspectives." The Journal of Transpersonal Psychology, 1971, pp. 27-46.
- Jung, C.G., The Undiscovered Self, Boston, Massachusetts, 1958.
- Jung, C.G., Memories, Dreams, Reflections, New York, 1989.
- Jung, C.G., Modern Man in Search of a Soul, Orlando, Florida, 1933.
- Harmon, Willis, "The Transpersonal Challenge to the Scientific Paradigm: The Need for a Restructuring of Science." ReVision, fall, 1988, pp. 13-21.
- Hastings, A.C. (1979-80 Winter) Report of the 5th International Conference of Transpersonal Psychology. Association for Transpersonal Psychology Newsletter, p. 4.
- Hendlin, Steven, "Pernicious Oneness." Journal of Humanistic Psychology, summer, 1983, pp. 61-81.
- Lajoie, Denise H., Shapiro, S.I., "Definitions of Transpersonal Psychology: The First Twenty-Three Years." The Journal of Transpersonal Psychology. 1992, pp. 79-98.
- Maslow, Abraham, Toward a Psychology of Being, New York, New York, 1968.
- Maslow, Abraham, The Farther Reaches of Human Nature, New York, New York, 1971.
- Maynard, Jr. Herman, Bryant; Mehrtens, Susan E. The Fourth Wave. Berrett-Koehler Publishers, Inc. San Francisco, CA, 1993.
- Ostrander, Sheila and Schroeder, Lynn. Psychic Discoveries Behind the Iron Curtain. New Jersey: Prentice Hall, Inc./Bantam Book.

Sutich, Anthony, "The Emergence of the Transpersonal Orientation: A Personal Account." The Journal of Transpersonal Psychology, 1976, pp. 5 - 19.

Swan, Jim, "Sacred Places in Nature and Transpersonal Experiences." ReVision, winter, 1988, pp. 21-26.

Vaughan, Frances, "Discovering Transpersonal Identity." Journal of Humanistic Psychology. summer, 1985, pp. 13-38.

Vich, Miles, "Debating the Legitimacy of Transpersonal Psychology." The Common Boundary, 1986, vol. 4, p.7.

Bibliography

- Adair, John. (1984, November). Why managers need to develop their intuition. International Management, pp. 34, 39-40.
- Agor, Weston, H. (1993, September). Use intuitive intelligence to increase productivity. HR Focus, p. 9.
- Aurobindo (Sri). The Syntheses of Yoga. Pondicherry, India: Sri Aurobindo Ashram Press, 1955.
- Bell Atlantic's hunt for a CIO. (1994, April 15). Datamation, p. 36.
- Bittman, Mark. (1991, February 10). All in the family: multi-unit indies build big business. Restaurant Business, pp. 110-114.
- Block, Barbara. (1990, May) Intuition creeps out of the closet and into the boardroom. Management Review, pp. 58-60.
- Braendel, Gregory G. (1994, July). How I lost it. Inc., p. 21-22.
- Butts, Dan; Whitty, Michael D.; McDonald, Maureen. (1991, September). Integrating intuition with sound business practices. Journal for Quality and Participation. pp. 54-56.
- Conrad, Klaus. (1991, March). Warming up for catastrophes. Best's Review, pp. 33-36.
- Creative Breakthroughs, Inc. Quarterly Newsletter. (1996) Buffalo, NY.
- Edgar Cayce's approach to ESP. (1994, September). Successful Women. pp. 16,17.
- Emery, Dr. Marcia. Intuition Workbook, An Expert's Guide to Unlocking the Wisdom of Your Subconscious Mind. Englewood Cliffs, NJ: Prentice Hall, 1994.
- Frankl, Viktor, Man's Search for Meaning, New York, New York, 1984.
- Frankl, Viktor, The Doctor and the Soul, New York, New York, 1986.
- Guiley, Rosemary Ellen, Harper's Encyclopedia of Mystical and Paranormal Experience, New York, New York, 1991.
- Goldberg, Philip. The Intuitive Edge, Understanding Intuition and Applying It in Everyday Life. New York, NY: G.P. Putnam's Sons, 1983.
- Green, Elmer and Alyce, "On the Meaning of Transpersonal: Some Metaphysical Perspectives." The Journal of Transpersonal Psychology, 1971, pp. 27-46.

Gutner, Toddi. (1992, August 17). Father doesn't know best. Forbes, pp.78-80.

Hastings, A.C. (1979-80 Winter) Report of the 5th International Conference of Transpersonal Psychology. Association for Transpersonal Psychology Newsletter, p. 4.

Harper, Stephen C. (1988, September-October). What separates executives from managers. Business Horizons, p.13-19.

Hendlin, Steven, "Pernicious Oneness." Journal of Humanistic Psychology, summer, 1983, pp. 61-81.

Holsing, R.M. (1994, September). Intuition and other thumps on the head. Successful Women, p. 17.

Intuition: management skill for the '90's? (1986, October), Training, pp. 12-13.

Jankowicz, A.D., Hisrich, R.D. (1987, July). Intuition in small business lending decisions. Journal of Small Business Management, pp. 45-52.

Jung, C.G., The Undiscovered Self, Boston, Massachusetts, 1958.

Jung, C.G., Memories, Dreams, Reflections, New York, 1989.

Jung, C.G., Modern Man in Search of a Soul, Orlando, Florida, 1933.

Johnson, Pamela; Daumer, R.; Rawlins, Claudia. (1993, Summer). Intuitive development: communication in the nineties (developing the right brain hemisphere). Public Personnel Management. p. 257-268.

Krishna, Gopi. Living With Kundalini, The Autobiography of Gopi Krishna. Boston, MA: Shambala Publications, Inc., 1995.

Lajoie, Denise H., Shapiro, S.I., "Definitions of Transpersonal Psychology: The First Twenty-Three Years." The Journal of Transpersonal Psychology. 1992, pp. 79-98.

Liaros, Carol Ann. Practical ESP, A Step-By-Step Guide For Developing Your Intuitive Potential. Buffalo, NY: Liaros, Polvino & Associates, 1985.

Lima, Edvaldo Pereira. (1995, February). The human element. Air Transport World, pp. 55-61.

Maslow, Abraham, Toward a Psychology of Being, New York, New York, 1968.

Maslow, Abraham, The Farther Reaches of Human Nature, New York, New York, 1971.

Maynard, Jr. Herman, Bryant; Mehrtens, Susan E. The Fourth Wave. Berrett-Koehler Publishers, Inc. San Francisco, CA, 1993.

McArthur, Bruce. Your Life: Why It Is The Way It Is And What You Can Do About It, Understanding the Universal Laws. "What Is Good and What Is Bad," "Setting Your Ideals In Accord With Spirit." Virginia Beach, VA: A.R.E. Press, 1971. p. 93,94. p. 203-211.

McIntyre, Roger P. and Capen, Margaret M. (1993 August) A Cognitive style perspective on ethical questions. Journal of Business Ethics, p. 629-634.

Nadel, Laurie; Haims, Judy; Stempson, Robert. Sixth Sense, The Whole Brain Book of Intuition, Hunches, Gut Feelings, and Their Place in Your Everyday Life. New York, NY: Prentice Hall Press, 1990.

Nonaka, Ikujiro. (1991, November/December). The knowledge-creating company, Harvard Business Review, pp. 96-104.

Ostrander, Sheila and Schroeder, Lynn. Psychic Discoveries Behind the Iron Curtain. New Jersey: Prentice Hall, Inc./Bantam Book, 1970.

Ott, James. (1992, October 12). Comair Builds All-Jet Fleet. Aviation Week & Space Technology, p.47.

Renesch, John (editor). Leadership in a New Era. San Francisco, CA: Sterling & Stone, Inc., 1994.

Richards, Dr. Douglas. (1993, February). Experiencing intuitive direction. A.R.E. Community p. 10-14.

Rosanoff, Nancy. Intuition Workout, A Practical Guide to Discovering Your Inner Knowing. Lower Lake, CA: Aslan Publishing, 1991.

Schlossberg, Howard. (1993, February 1). 'Intuition coach' teaches business people to trust themselves. Marketing News, p.19.

Schultz, Barbara. (Issue 5). Intuition in business. Intuition, a Magazine for the Higher Potential of the Mind, pp. 15-21, 38-41.

Schultz, Ron. Unconventional Wisdom. New York, NY: HarperCollins, 1994.

Sheridan, John H. (1991, March 4). Throughput with a capital "T". Industry Week, pp.44-46+.

Sherman, Stratford. (1994, August 22). Leaders learn to heed the voice within. Fortune, pp. 92-100.

Silverman, Brian. (1994 March). The future is now. Sales & Marketing Management, pp. 106-107.

Smt. A.B. Meenakshi Devi. (1987, March). Siddhis and Riddhis. Yoga Life International Monthly, p. 14-18.

Sutich, Anthony, "The Emergence of the Transpersonal Orientation: A Personal Account." The Journal of Transpersonal Psychology, 1976, pp. 5 - 19.

Vaughan, Frances, "Discovering Transpersonal Identity. Journal of Humanistic Psychology. summer, 1985, pp. 13-38.

Vich, Miles, "Debating the Legitimacy of Transpersonal Psychology." The Common Boundary, 1986, vol. 4, p.7.