

## Shrink Rap Radio #233 - March 26, 2010

### NLP Modeling in Corporate Training

**David Van Nuys, Ph.D., aka "Dr. Dave" interviews Tom Carroll**

(transcribed from [www.ShrinkRapRadio.com](http://www.ShrinkRapRadio.com) by Simon Huggins)

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**Excerpt:** *Okay, so the power of really hearing the truth, what's really going on for somebody, and being willing to stay with that and be in that - for me, I think what happens there is, that it just helps to amplify trust, and it creates a sacred space. When you are modeling somebody, even in the work sense, when somebody talks about what they are good at, first of all that generally clusters around what they are passionate about. So they are good at it, and they also happen to be passionate about it, and it usually connects them very deeply to their identity - who they are as a person. I think when we witness that, if we can be in the right state of mind, you can be in the presence of hearing somebody talking about their walk, talking about what they care about - that can be a transformative experience.*

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### Introduction:

That was the voice of my guest, Tom Carroll, speaking about his work as a corporate coach and trainer. Tom Carroll has been facilitating and conducting corporate training for the past 20 years. After earning a BA in psychology from the University of Oregon, he began his training / facilitating career as a community affairs officer for a non-profit food bank, food co-op program in the late eighties. There he was a member of a business process improvement team, and learned the standard Total Quality Management tool-set, and the Imagineering Facilitation style taught at the Disney University.

Tom later applied his business process and quality design skills as a management analysis in the insurance industry.

In 1993, Tom began studying Neuro-Linguistic Programming (NLP) at the Institute of NLP with Dr. Jonathan Rice and Andrea Rice.

Tom went on to earn Practitioner, Master Practitioner, Modeling and Training certifications in NLP.

He has since been using this valuable communication skill-set to train, coach, facilitate and consult.

In addition to the NLP focus, Tom has certifications and / or training in life / business coaching, instructional design, team skills, and business process improvement, quality and project management.

For near ten years, Tom worked as a performance consultant and training manager at Symantec, an Austin-based semiconductor manufacturing industry consortium. There he designed facilitations, facilitated groups, trained people to facilitate, and used his skills to redesign and improve training and development processes to gain ISO management certification for one of Symantec's subsidiaries.

Tom has used behavioral modeling, and interviewing skills to model highly skilled individuals across a wide variety of professions and industries.

He has used this knowledge to help professional communities of practice develop and to create instructional materials and job aids to improve work and performance.

In 2008, Tom started *Evolutionary Learning* in Austin, Texas. He has been using his coaching skills and behavioral modeling of experts, and rapid design of instruction and multimedia to help organizations from various industries to learn more from their most talented people.

Now, here's the interview...

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## Interview:

**Dr. Dave:** Tom Carroll, welcome to *Shrink Rap Radio*

**Tom Carroll:** Oh, thank you David. It's an honor and a pleasure to be here.

**Dr. Dave:** Well it's an honor and pleasure for me too. I know you have been a long time enthusiastic listener of *Shrink Rap Radio*. The thing that really brought you to my attention were your tweets on Twitter. I don't often have enough time to look at Twitter and I think I made the mistake of subscribing to too many people on Twitter so that it becomes overwhelming. I've always found myself interested in your tweets, as you always refer your followers to really great content.

**Tom Carroll:** Oh Thank you, thank you. I appreciate that.

**Dr. Dave:** Well, you call yourself "Tom, the Learning guy" and it's really true because what you do is (in my experience), you point me and your other followers to really great learning opportunities and content. You've really showed me how Twitter should be used

**Tom Carroll:** Again, thank you very much. What's so thrilling for me, and what I try to do with Twitter is to extend my own personal learning and share resources that I have found really valuable to me in my learning

**Dr. Dave:** Exactly. We've had some email exchanges prior to setting up this interview along the way. Those added further intrigue about who you are and what you are up to. At some point, I realized that you should be a guest on the show. There are two broad areas that I see us covering in our interview today. First, your work as a corporate trainer and coach, and educator I guess is part of that. Secondly, in the way you have said the *Shrink Rap Radio* and *Wise Counsel* have helped you in that work - does that sound like a plan?

**Tom Carroll:** That is fair, and I'm really excited to talk about.

**Dr. Dave:** Okay great. You bill yourself to some degree as a NLP guy, and I must admit my enthusiasm dipped a bit [Tom laughs] when I saw that you were involved with NLP, and I'll probably alienate some listeners as I say this. I guess I am not totally persuaded by the rather extravagant claims of NLP as a therapeutic approach. On the other hand, the NLP approach of modeling excellence does make sense to me. I'm not sure this even requires the NLP tag - it seems to make sense on the face of it.

**Tom Carroll:** I think that's really accurate. I have some of the same concerns and reservations as you do. I think we've talked back and forth about this before... Blessings in my life are that I have had a great upbringing, solid parents, and good people in my life, so nobody has really been out to hurt me. A lot of the human potential movement stuff, and folk psychology, pop psychology that's not really grounded in experimental science or in empirical science, can be dangerous - especially in the hands

of practitioners or people who have another intent to be greater or above the people that they are working with, or who in some way want to exercise the power over those people. I've just been really fortunate again, not only in family and upbringing, but also in my experiences with NLP. I learned NLP from a fellow called Dr. Jonathan Rice who's a clinical psychologist from California as well. He worked early on with John Grinder and Richard Bandler, the founders of NLP. He's very conscious and very careful to not use the set of psychological tools that is NLP to harm people. So, again I've been fortunate – and I know that there are others that they may have been harmed by that set of tools the way they are taught. In terms of what values in NLP, there are really two things that are primary.

The first – John Grinder was a linguist, and so he brought a lot of tools from linguistics over to NLP. Those were really valuable for describing specifically in sensory based terms what somebody is experiencing out in the world. So really valuable tools.

The second understanding / realization that I get from NLP is being able to observe things out in the world more carefully than I would otherwise, and to have a systems or process orientation to the world out there.

**Dr. Dave:** Yes, the systems orientation really makes sense. I'm blocking on the name now – Grinder & Bandler were good friends with one of the main systems guide – do you know who I am thinking of?

**Tom Carroll:** Perhaps it could be Gregory Bateson?

**Dr. Dave:** Exactly, yes. Married to Margaret Mead.

**Tom Carroll:** Yes, Yes.

**Dr. Dave:** Bateson brought in that whole Systems viewpoint which I think they took on. In case anyone doesn't know what I'm talking about, NLP stands for Neuro-Linguistic Programming. It was invented back in the early '70s by Richard Bandler and John Grinder as you just mentioned. John Grinder was a linguist. Richard Bandler was a computer programming, therefore the *Neuro-Linguistic Programming* title. I think part of the reason I was resonating to the Modeling idea was a presentation that I heard at a market research conference. As you, and probably many of my listeners know, I have a hat as a market researcher. At one of our annual conferences, I heard a woman from the UK from an NLP perspective that they had done some studies marketing focus group facilitators, trying to figure out who is the best at doing this, and what can we learn from them? That approach made a lot of sense to me, and that woman was not flaky in any way – nor are you. So, let's talk about modeling – and I know that one of the things that you do is 'Modeling Exemplars'. So tell us what that means and where it fits in to your work.

**Tom Carroll:** The notion of modeling comes from – it's been around a long time – Albert Bandura (?) from the psychological world was one of the

early proponents of modeling and talking about modeling and social learning - and how we learn.

**Dr. Dave:** And let me slip in... I've been trying to get him on as a guest for about 2 years now. He has not turned me down - I think he is in is '90s at this point - He's at Stanford and an Emeritus Professor, like myself - not that I'm trying to aggrandize myself and put myself at the same status - but he keeps says he is busy and puts it off into the future.

**Tom Carroll:** [laughing] Isn't that wonderful though? He's booked (like George Burns was booked up to his 100th year at the Palladium, he had a gig)

**Dr. Dave:** I interrupted you - we were talking about modeling - you were kind of in the flow.

**Tom Carroll:** I was talking about the background and how it is, and how I use it in my work. It's a way of watching somebody do what they do, listening to somebody do what they do, and develop a description of that, and a description that is useful in learning or teaching that material or content so that somebody could possibly replicate that ability - and I say *possibly* replicate that ability. There's a lot that goes into doing that. My background: I got into this world of corporate America and training and development through having experiences where I got to see people who were exceptionally good at what they did, and used the NLP background to describe that in a way that was useful.

What I realized I was doing was the training and development part of the world's developing useful teachable descriptions of how somebody gets to be excellent. It turns out that in organizations where I had various positions or jobs - that's where I ended up - in the training department - that was what my gift and skill-set was all about - watching and replicating people's excellence, people who are really good, describing that and sharing that with other people

**Dr. Dave:** You almost touched upon something that is a question in my mind: As closely as you observe another person and you are able to describe very accurately and maybe microscopically their skills and what it is they seem to be doing, this is really how NLP got developed I guess, as Bandler and Grinder studies a couple of really well know and charismatic therapist - Milton Erickson on one hand, and Virginia Satir on the other. The question that comes to mind though, is: I am not sure there has been another Milton Erickson, and another Virginia Satir, so the question in my mind is that I am wondering if there is something that is ineffable that comes out of the personality of the person who has this excellence in their performance.

**Tom Carroll:** That's interesting that you say that. I think when you say that there hasn't been another - you're right. But there are some people that are really, really exceptionally gifted in the therapeutic world, for example. David, do you know Steven Gilligan?

**Dr. Dave:** Yes. I don't know him personally, but I know his work. One of my listeners shared with me one of his videos and I'd like to get him on as a guest as well!

**Tom Carroll:** He is an exceptionally gifted therapist. He comes from that Ericksonian tradition. I've taken a class with Steven Gilligan – he's written a wonderful book, and has describes something very important in his work. I would challenge that – there are people who are really gifted, and that have the same kinds of gifts, but maybe they are just not famous or known. And in, fact that's the one thing...

**Dr. Dave:** Well I'm not saying there are not other gifted people. The question I'm asking is: Do they get that way through the process of having studied the models, so to speak.

**Tom Carroll:** Oh. Well, I'm not sure. Well most of them probably learn from other people. Let's talk from a psychological perspective. Let's look at the work of Howard Gardener. Your listeners may be familiar with a book called "Creating Minds". In the book he talks about what it takes to be really exceptional – really gifted. The upshot, the way I understand it anyway is that it takes a lot of very concerted effort and practice – a specific kind of practice – and a lot of it – 10,000 hours plus of practice.

I think that what happens is that many many people are practicing really intensely and carefully. They are made not only from modeling other people,

but also through having experiences, reflecting on those experiences and learning through the experience.

I think it's all around us; it's happening all the time. For people who are really interested in that topic, there's another book out there that's new by a guy called Geoff Colvin called "Talent is Overrated". The argument that this book makes is very much like the Howard Gardner book that it's a lot of practice that does it. There's some great examples in that book. The interesting finding there is that, he's saying that the rate of genius and acceleration of talent is increasing all the time. So what was 10,000 hours at least in the world of Chess (for example) where they talk to a number of modern grand-master Chess players, and what they are finding out is that those chess players are becoming very talented at that genius level much faster, so that 10 years is compressed to 5 years (I think – might want to check on that).

One of the arguments in the book is that this is probably due to the way we do instruction and the way we do practice. So we have Computer-based models that give us really crisp feedback about our performance and allow us to compress our experience by playing all sorts of variations of chess games – many more than we could have experienced before we had that kind of training in one condensed time-frame – does that make sense?

**Dr. Dave:** Oh yes, it does. And I think I came across that 10,000 hours of practice idea in Malcolm Gladwell somewhere. I really like his work. I'll probably never get him on guest... I really would like to. Let's ground this more in your work. I have the benefit of having been able to see a video presentation that you prepared for me generously, that you referred to as the 'Vein Whisperer' and I don't think I would have understood what it is that you do quite so well had I not seen that, and I wish that our listeners could see it, and in fact, I will put a link to it in the show-notes. I would encourage any curious listeners, particularly who work in the corporate realm, or who are interested in the issues of learning and training in corporations, or any educators actually, to be sure to go to the website and to look for that link.

So, take us through this experience / case study with the 'Vein Whisperer'

**Tom Carroll:** Ok. So, my wife had a series of health challenges over the last couple of years, but really strongly over the last year, where she had a series of operations, and lots of problems with keeping her body hydrated, and she was having to go into the hospital a lot.

We'd get our five children tucked away, and I'd go race my wife over to the hospital, and we spent a lot of time there.

When we first got to the hospital, what happened to Susan was that the nurses were giving her peripheral IVs and the IVs were not holding – they were blowing. The nurses were missing or damaging the vein. The problem

with that is you only have so many chances, and you use up the veins, then you have to go to the central line, which is a lot more invasive, a lot less convenient and more expensive for the patient. It's important to get it right if it's possible. I didn't have a lot of experience with that - I've had blood drawn and a couple of IVs. It wasn't pleasant, but it wasn't terrible.

What I noticed was that the nurses were missing them, and my wife was really hurting. What was even sadder was that the nurses were hurting too - they didn't want to harm my wife. What I could tell after watching them was there seemed to be a skill problem - they literally weren't able to get this right. There's a fellow called Robert Mager who is famous in the world of instructional design and human performance, and he calls that the 'gun to the head test'. This is where if someone puts a gun to your head and asks you to perform something, if you can perform it, it is not a skill problem. If you can't perform it, it is a skill problem.

So obviously they could not perform it - they didn't know what to do, and how to do it specifically. In comes this fellow, and his name was Roger Cleveland. He has been a nurse for 40 years. He has a lot of experience with this, but his manner was very different, and his way of working was very different. He came calmly into the room, and he addressed my wife - he said "Hi Susan, my name is Roger Cleveland and I am going to be your nurse today, and I'm going to start your IV for you. I want you to know that I am here for you, and I'm not going to hurt you."

He proceeded to work. What was really interesting, I actually knew who Roger was before he came in, and it dawned on me who he was when he started working. The reason for that was that a very close colleague of mine had received an IV and was having problems like I just described, and they called Roger in, and this friend also happened to be a performance consultant, coach and trainer, and he talked to me about the way that Roger worked. His reputation had preceded him, and I saw that ... I thought "Wow, that's the same guy."

He gets done with this, and Susan is feeling so much more relieved. The IV is in, it is comfortable, and of course the bell rings for me. The ring is "Wow, this guy works very differently... why is that, and what is going on here?"

So the first think I want to know, having seen and coached a lot of high performing people, and one of the things that higher performers know is what their score is.

So I asked him "How many of these do you get right, Roger?" because of course there's a huge difference. We've gone 0 for 6 at that point.

He says, "Over the past few years, the last 5000 IVs I've done, my success rate is 97% place - 97% of the time I hit it."

So I had to ask him: "Roger, this important: I see that you have a learnable skill. You have a set of tools that the other nurses do not have any experience with, it seems - there's no skill there. May I model you? May I find

out what it is that you do? What the differences is in the way you do your work so that we can share that with other nurses?"

He said, "You bet. I've been wanting to do this for many year."

So that is the genesis of the project.

**Dr. Dave:** That's a really fascinating story. I had no idea that giving an IV was such a challenging skill, but from your story, clearly it is, and as you pointed out, it was an aversive experience for your wife for people coming in, and keep trying, and keep trying, and missing, and inflicting pain - and it was aversive for those nurses who did not have the skill as well, as none of us like to stand out as failures, and none of us like to inflict pain, and clearly they were, and were experiencing their own ineptness.

As you pointed out in your presentation that I saw, they would develop avoidant behaviors, pass it on to a different nurse, try to get out of it. So I'm sure this is a metaphor for many other kinds of situations in the world of work.

**Tom Carroll:** That's really well said. In my experience, it definitely is. Underlying this, what I am hearing and what I was experiencing was that people want to do well, they want to succeed, they don't want to fail. So that's the heart of what I do with performance consulting and training and coaching - help people to connect with their resources, or whatever resources they need to reach their potential at work, or decide that maybe that's not for them - if they don't have set of skills, maybe we can find a

place for them that works better and allows them to do what they are really here to do.

**Dr. Dave:** In the example that you have just given us, were you able to turn that into a paying project with the hospital. Were you able to get them to hire you to implement a training to raise the skill level of the other nurses?

**Tom Carroll:** No, not yet. That project was built on spec, like you'd build a spec home. For me, this is really important. What I want to do is be patient and get it right. This is a passion project for me, really. We have been able to do some surveying of the nurses at the hospital. There's already a shift and a change in awareness. We can tell in the kind of requests that Roger is getting. The next level is getting further sponsorship. We've developed five skill modules, and the skills themselves have to do with the very fine details of getting the IV placed properly.

Also, there's a module that I shared with you that sets the stage - here's something that's going on and needs to be addressed - it is a skill issue - there are some other challenges too with the hospital setting. One is the way that the learning is done at the hospital. After you've had experience as a nurse, at least in this particular hospital, the way that education happens is that they do continuing education; they keep their units up - maybe a psychotherapist might do ethics. The same is true for nurses. When you really talk with them however, the first fact that strikes me is that they don't

get much training in peripheral IVs in school. Maybe some of them had 30mins-1hr unit on giving a peripheral IV which is a highly invasive procedure. When they graduate from nursing school and start working in the hospital, if they got lucky, they were mentored by somebody. If they are unlucky, the mentor had no experience with peripheral IVs so they didn't get much more experience as they went along.

This is another one of those patterns that I see in work, when you have people who are exceptionally good performers, and poor performers, one of the hallmarks or keys to exceptional performance is the willingness to watch somebody else to work, to learn and want to ask questions and want to get better. What I saw at the hospital was that there wasn't any opportunity to do that, and that it wasn't part of the culture.

**Dr. Dave:** And typically, the high performers, by nature, seem to be willing to be humble and subject themselves to learning from others and those who are not high performers – the ones that need it most – tend to avoid that. Doesn't that tend to be true?

**Tom Carroll:** Again, I think that's very accurate in my experience. I have one simple example: I worked for a company that made semiconductor products. There were some manufacturing technicians in the 'fab' (the factory where they manufacture these products). Some were exceptionally good troubleshooter, and others were not very skilled, and wanted to get

better. The management wanted to know what the difference was, and how to support them so they could raise the tide for everybody.

One of the biggest learnings, which maps over very well to the hospital situation, was that whenever something such as a tool had broken down, the people who were really skilled troubleshooters were quick to know what the limits of their skills were, and where they needed help. Those that were really struggling would hide out, and the problem would snowball. As with the nurses, this seemed the case as well because in their culture they are not encouraged to share that information and train and learn from each other to become better. So if you've been a nurse for five or six years, it's expected that you would be good at that. So the same applied for these troubleshooters. Those that were having difficulty would hide out, and when someone came in to repair the tool finally – someone who was very advanced – they would go out for a smoke break, turn the tool over to that person, and not learn anything. Whereas the people who are again, exceptionally good learners, they would take the time to investigate the scene, interview people and make the hand-off very clean to the expert coming in to repair the tool, giving them all the relevant facts. Then they would sit back as the expert was doing the work, and ask to assist if they possibly could, and watch them, and ask them questions about what they do what they did. The principal finding here, when all this was done, was that very exceptional learners and troubleshooters were people that took that learning and applied it back to their work so that they tried to avoid that

problem in the first place – learn what was root cause, and what can I do to avoid it this time, and they truly put their working into action.

**Dr. Dave:** You know, coming out of an educational background as a university professor, I think that I've observed the same kind of phenomenon , where the very best teachers are the ones that are likely to sign up for teacher workshops and additional training, and those that who are not are more likely to avoid it. I've also seen the same thing in the world of market research and learning there.

One of the phrases that you use intrigues me – maybe it comes from an NLP background, I'm not sure – you talk about the difference that makes a difference. In the case of Roger, the Vein Whisperer, as you developed a model of his skill-set, you mentioned five modules – are there maybe five things that you found that were particularly distinctive that led to this “difference that makes a difference” in Roger?

**Tom Carroll:** May I tell a small story about how Intent makes a big difference? This is a tale I learned from someone I respect very deeply called David Gordon with an NLP background. He told me a lot about modeling. We wanted to model the modeler, so we sat him down after a series of workshops that we had with him. We asked him “What's most important to you when you model somebody?”

He leaned back in his chair with a big broad smile, and said “Let me tell you a story. When I was a child, about six years old, we had a tradition in our

family that every summer we went on a vacation. And I knew it was time for Summer and ready for that vacation when we got a brand new pair of Sneakers for the summer. One summer, we went on this traditional trip and I got my brand new red pair of Keds, and we were on our way in a station wagon to the Grand Canyon. I was so excited – he wanted to let his tennis shoes out for a run. They got down to the bottom of the grand canyon. We got out, and the first thing I noticed was that there were rocks in the middle of the river, that were spaced just so, that a little kid with a brand new pair of red Keds could fly from rock to rock. So I bolted from the car and ran down to the river and jumped from Rock to Rock. It was an entrancing experience going “Rock, Rock, Rock!” - feeling the wind rushing past him, hair flying – he was really into the experience. He rounded the corner, and was suddenly knocked out of his trance by this rushing sound, and he stopped, and he looked up, and he saw a waterfall... One of those kinds that was spewing from a crack in the canyon wall. It was magnificent... there were rainbows spewing off this thing. He said... That is what it's like when I model a person.”

This is what has drawn me to this work, and is so very special about this work. Often times, it is at the core of excellence in all of the fields, all of the positions, and all the people that I have seen is that they kind of have this reverence, this soulfulness that comes out of their work.

This describes Roger when he encounters a patient - he is sitting down with the waterfall - they are a miracle - he sits down and beholds them. He sits down and gets into communion with you - a very deep, healing relationship that he has with you. What Karl Rogers must have been like when he would sit down and have an unconditional positive regard for you.

He's that kind of person. So it starts with the right mindset, with your heart being in the right place; the right intent. That sets the scene for all that follows.

I've been talking to Roger for 5 months. He will come pretty much Weekly to my house on the way to work, and spend 1-2 hours, and will talk about or watch and do what he does. We've had a lot of time together to get to know each other. This is primary with him. He is the kind of person that has a healing presence. His goal is about healing. Everything he does is towards that end. He sees himself as a facilitator of healing.

You mentioned earlier about humility. We gave him, after saw him work, the moniker "The Vein Whisperer" just like the "Horse Whisperer". He had a way - he thought it was cute, so he put it on his tool box. One day he came to my house, and it didn't have "The Vein Whisperer" on it. So I asked "What's up?" He said, "You know, I was checking in on myself about this, and this is messing with my sense of humility?"

I said "Is that important for what you do?"

He said, "You bet it's important. What happens is that when I get too much into my own ego and self, I'm not paying attention to my intention to heal, and facilitate the healing of the patient. It's important that I'm in the right frame of mind for that. That frame of mind is about humility."

That translates across a lot of industries. For those listeners that are interested in leadership, and business, who want to see how this very deep intention translates to the business world, take a look at Jim Collins' book called "Good Gray" - what Collins calls the "Level 5 leader" - exceedingly humble, in service to a greater cause – to the people that are working there, and available on a very deep personal level.

The next is having a "Systems View" of what you do. Roger has a very clear idea of the goals, and the process steps, and he has worked out over many years how these component parts of the system interplay with various populations of patients, so he knows what could go wrong, and how that fits together.

He has a very clear idea of where he is, and what his goal is. If you stop him at any place in the process, he can tell you where he came from and where he's going.

You'd probably relate that to what a skilled therapist might do – they know the questions that they are going to elicit, they hope... And they are directing?

**Dr. Dave:** Yeah, I don't want to go there though!

As you were talking about Roger and the Waterfall experience, and this deep sense of presence, and being with another person, it brings me back to that earlier question about whether people can be trained to be that way. It seems so intrinsic to his nature. So intrinsic to the modeler, Gordon. It seems like those would be great selection criteria for choosing who does this kind of work and who doesn't, if they don't have these criteria. So again, I'm wondering can you really train people to have that deep, intrinsic motivation, sense of presence etc.

**Tom Carroll:** That is a good question for a psychologist. From my perspective, I think that it's key. I don't believe you can train it. However, I do believe that people can have significant experiences that ignite that, or they may touch that in their lives.

You have had a number of guest on – one of the guys that really touched me in that way was Dana Howk on working with prisoners.

He said that the condition for these prisoners to really open up was his insistence on them really telling the truth – what's really going on for somebody, and being really willing to stay with that. For me, that helps to amplify trust and create a sacred space. When you are modeling someone in a work setting, if someone starts talking about what they are good at, it generally clusters around a passion about it, which also connects them deeply to their identity – who they are as a person. When we witness that, if

we can be in the right frame of mind, like witnessing the waterfall, you can be in the presence of someone talking about someone talking about what their work, and what they care about – that can be a transformative experience. I see that happen in a work place.

**Dr. Dave:** I like that. I knew we were not going to have enough time. There's so many more questions that I would like to ask you, and places where we could probe – but you have opened this other door that I was interested in – you've said that Shrink Rap Radio and Wise Counsel have helped you in your work, and you just gave an example. Were there any other examples you wanted to touch upon?

**Tom Carroll:** Yes – there's a fellow that you worked with – experiential workshops – Ronald Alexander. I think the show was called “Leadership and mindful living” - that really struck a chord with me in a number of different ways. I know he's gone to India quite a bit – the 'mindful leader' that he talks about really resonates with me – I've seen many examples of that in the corporate world. They are very connected and mindful in the work that they do. The point that I took away from what Dr. Alexander was talking about was that really good leaders care deeply about nurturing their people and creating an environment where people can be the best that they can possibly be.

That's where we are going when we are talking about corporate development and corporate training – the deeper end of that pool is what he was talking about there.

Once I was invited with a colleague of mine to model someone who was very good at creating a presence with another person – being in presence with somebody.

We were modeling for a client who was writing a book on presence. We sit down and talk with this young man – probably in his later thirties – and he was a Swiss doctor. He was part of a world-wide effort to standardize vaccines – he would go into war-torn countries and work with children.

This author friends of ours was so impressed with this fellow's rock-solid, unshaking sense of presence, that he wanted to find out how he came to develop that sense of presence.

We had a marvelous session. He did his internship in Vienna with a female doctor who worked with children. The clinics she was in were grossly understaffed and under-resourced. He learned by modeling her, what true truly present, loving, professional behavior was all about, and how to maintain a sense of presence in a chaotic environment. She would go from one child and be completely with that child, and that child may even have died, and had to go back to tell their parents, then go back to the next child, and pop out and be available to the interns to discuss the experience.

We had this wonderful conversation with this fellow – his learning was about intent, a lovingness for people, and the whole notion of unity etc.

That night, I went to sleep, and I had a wonderful dream: Remember the movie “To Kill a Mockingbird”? The scene that came to me was that moment when the children had snuck out of Boo Radley's garden and walked into the woods, and were accosted by the killer. All of a sudden, Boo Radley shows up, and protects the children. Boo Radley had been a scary, mysterious character to the children – they were fascinated but terrified by him. At that moment, it became obvious to me that Boo Radley was very misunderstood, but he was always present and loving for these children.

I woke up, and I got this message – I have learned to honor these things those – “Go Buy the Dalai Lama's book The essence of the Heart Sutra.”

I had no idea of this book – we must have talked about it during the modeling session. What I experienced was an opening of my heart fully for about a week – it was absolutely pegged open fully.

**Dr. Dave:**        Wow!

**Tom Carroll:**    And it was just remarkable. I think this is one of those experiences we were talking about with intent, and a Satori moment in a sense, where I got a sense of unity and understanding on how we relate to each other more deeply due to this fellow's loving recounting of his experience – so it had this really profound effect on me. I haven't been able to maintain that fully – but I think this is part of my growth, and the

excitement that I experience every day is getting back to that, understanding what that's about, experiencing it more frequently.

**Dr. Dave:** Synchronistically, I was reading about that very phenomenon last night as I was reading a book for an upcoming guest - a Jungian author by the name of Monica Wickman. She was writing about that very thing - of moving the knowledge of the head down into the heart, the importance of that, and how the heart can open up, and how that's the beginning of a kind of spiritual enlivenment.

So that story, Tom, is a great place for us to close.

I want to thank you so much for being my guest today on Shrink Rap Radio and I hope you will continue to find inspiration from Shrink Rap Radio and Wise Counsel as I find inspiration in you.

**Tom Carroll:** Thank you David. And again, I appreciate you doing a wonderful service to all of us, and thanks for all the great work - we really do appreciate it.

- End of Interview -

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## Round Up

I hope you enjoyed this interview with Tom Carroll. He and I seemed to have a great rapport with one another, and a mutual liking, so you may be hearing more from him here in the future.

I think he was a little nervous at the beginning of the interview, just from his sheer excitement of being on the show, but I think you began to get more of a sense of him as we got further into the interview and his passion started to come through.

I'm recording this quite a bit before it will be posted. By the time you hear this, I should have a link in the show notes to the PowerPoint demo he created about the "Vein Whisperer" - It's really worth you taking time to get that link.

I think that Tom embodies the qualities of the exemplar models he sets out to model. You heard me rave about his tweets. You can subscribe him on <http://twitter.com/tomlearningguy> and his web site is <http://www.evolutionarylearning.com>

Tom also let me know he is a blues guitar player. I am very fond of The Blues and have long been a Blues Guitar wannabee - I suggested we try a collaboration on one of my all-time favorite blues songs: "Key To the Highway".

I came up with some lyrics, and Tom came up with a one-verse version. I hope I can persuade him to do the longer version with all the verses, but he's a little self-conscious. Maybe you can go to his website and drop him an email with some encouragement.

Here's "Key To The Highway" except we're calling it "Key to the High Way"...

[blues electric guitar music follows]