Introduction: Welcome to Shrink Rap Radio, the planet’s premiere psychology podcast. This is your host, Dr. Dave, coming to you from the San Francisco Bay area. Shrink Rap Radio is the show that speaks from the psychologist in me to the psychologist in you whether you be amateur, student or professional. Some time back, I received an e-mail comment from a listener who happened to mention that she is an NLP practitioner. Since NLP, or Neurolinguistic Programming, is a very popular modality with its adherents, I thought it might be a good topic for Shrink Rap Radio. As it happens, my NLP listener, Pati McDermott, lives not far from here. We had a couple of very lively telephone conversations but somehow we couldn’t get our busy schedules to match up for a face-to-face meeting so I settled for a phone interview. Here is NLP practitioner, Pati McDermott.

Dr. Dave: Okay. Pati McDermott, welcome to Shrink Rap Radio.


Dr. Dave: And I’m so glad to have you. I know you’re a very busy person. We had a lot of—a hard time setting up this appointment because your schedule is busy. My schedule is busy. But I’m glad to have you here now.

McDermott: I’m very excited to be sharing my tools with you, my skills and information. Thank you.

Dr. Dave: Yeah. Well, you’re a practitioner of NLP, so let’s start out by having you tell us, in your own words, what NLP is.

McDermott: Well, NLP stands for—the letters stand for Neurolinguistic Programming so Neurolinguistic Programming, what that word means is it’s basically the language of the mind, understanding how the mind is storing information, how it’s processing information and working with that. Everything that is stored in the mind—memories, conditioned responses, information, mental
and emotional states—is all stored as memory. And memory is stored in the mind through patterns that are comprised of the five senses.

**Dr. Dave:** Okay.

**McDermott:** And with NLP, we understand how to access that information. We understand how it’s stored and so we’re able to work with those patterns and we can enhance—if someone has a state of confidence, for example, that they want to have bigger in more contexts then we can access their confidence and enhance that. If someone has a state of mind that’s not working for them, that’s blocking them or interfering with their success or their life in some way, then we can access that pattern and we can actually change the pattern using the NLP technology to actually change the pattern that is stored in the mind.

**Dr. Dave:** Okay. Well, that gives us some sense of what NLP is about but I think to help us understand it even more, maybe you could just quickly give us an overview of the history of NLP. Where did it come from?

**McDermott:** Well, NLP was first founded by the two founders who are Richard Bandler and John Grinder. Richard and John met in Santa Cruz, California in 1972 and they met and became friends at UC Santa Cruz at the university there. And they were, both of them, very involved with Fritz Perls and gestalt therapy and they were also very interested in the work that Milton Erickson had done.

**Dr. Dave:** Yeah, the famous hypnotherapist. I should let people know Milton Erickson is kind of the granddaddy of a certain style of hypnotherapy.

**McDermott:** Yes, yes. And also, Virginia Satir is another model for the origin of NLP.

**Dr. Dave:** Right. And she’s widely recognized as the mother of family therapy.

**McDermott:** Exactly. And John and Richard studied all three of those people and actually worked with Milton Erickson and studied directly with him. They had already studied extensively with Fritz Perls and they extensively studied. They watched videos after videos after videos and would stop at key moments when they would see that something was changing in the client and really analyze, technically analyze, what had occurred in that moment that created the change and actually
developed steps and procedures that replicated the success that those people were having in their work with their client and that was the origin of the very first NLP tool.

**Dr. Dave:** Right. And I can fill in a little bit more here, too, on Bandler and Grinder because I know that Bandler had been a computer programmer and Grinder was a university linguist, I believe.

**McDermott:** Exactly.

**Dr. Dave:** And so they applied their skills from these two different backgrounds studying these super great therapists to see if they could model their work, if they could develop an underlying model, right?

**McDermott:** Yes, that’s exactly right. And when we talk about history, we talk about Bandler and Grinder as the beginning of NLP and they are the founders. They’re the ones that named it NLP. They’re the ones that put together the beginning of the specific tools that we still use in our NLP processes. And when we think about history, I think it’s important to also consider that some of the things that they discovered are not things that they invented. They didn’t invent NLP. They were very, very good at observing and watching the successes that other people were having who had learned their things from other people also. So when we talk about history, we have to go all the way back to ancient history. The origin of hypnosis, for example, is based in shamanism. And the eye-accessing cues, for example--one of the really key discoveries that Bandler and Grinder made in the early seventies was pertaining to the eye-accessing cues--and that when someone is looking in a particular direction, they are actually accessing different parts of their brain and that we can use that information as part of our NLP technology and the eye cues are actually documented in the Sanskrit texts and are used in Ayurvedic medicine.

**Dr. Dave:** Interesting. I didn’t know that. So, that gives us a sense of the history, let’s bring it more to the present. I’m wondering, in what sorts of settings are people using NLP these days and to work on what sorts of issues or problems?

**McDermott:** Well, NLP is most widely being used in the corporate world.

**Dr. Dave:** Really?
McDermott: And the business applications of NLP are extensive. That’s not actually the area that I’m most working in and I’m not really doing very much work in the corporate world but that is the area where most of the NLP is happening in the world is in the corporate world. And in my training—the group of people who I graduated as a master practitioner with—probably 80% of the people in my training group were already working in management positions in the corporate world. And many of them were actually sponsored. Their trainings were paid for by the corporation that they worked for. And a lot of the people who came as trainers for my training are people who work in top corporations as consultants and trainers and helping people to achieve at their greatest possible level, accessing high states of confidence, being really effective at decision making, being really good at planning and organizing. So NLP is most widely being used in the corporate world.

Dr. Dave: Okay.

McDermott: That’s not really the area that I’m working in. I’m working in more personal kinds of issues is more the area that I work with. I specialize in helping people with health issues and people come to me with problems. They come to me because they’re having an issue. Sometimes it’s a work related issue and so I work with them on that. If they have a career issue, then that’s what we work on. If it’s a relationship issue—just whatever are the problems that people have. And NLP—the applications of NLP are anything that we use the mind for. And so the applications of NLP are basically for any purpose because NLP is working with the language of the mind.

Dr. Dave: Well, that raises a question that I was wondering about, which is whether or not there are any issues or problems that you see for which NLP is not the right approach. Because I know you’re a big fan of it. Are there any times when a different approach would be more appropriate?

McDermott: Well, NLP is considered by the state of California to be complementary medicine and with NLP, of course, sometimes it’s best for someone to have a varied approach to their work. It’s common for me to work with a client who is working with other people as well as working with me. For example, one of the areas that I specialize in—I have a couple of little niches—
actually I have two very specific niches—and when I’m working with someone in those areas, it’s common for me to strategize with them for them to collaborate with other people other than working just with me. I have a niche of helping people to pass the bar exam to become licensed attorneys.

**Dr. Dave:** Oh, that sounds like a good one.

**McDermott:** And I always recommend someone who’s taking the bar exam that they work with some really specific study materials such as the bar review course. And I talk with them extensively about what is their strategy for taking the bar exam. I also specialize in helping people with fertility issues. And it’s often the case where someone who’s coming to me with fertility problems that they also need to be working with a fertility specialist. They need to be going to the fertility clinics and working with fertility doctors and also sometimes it’s very beneficial for someone to include Chinese medicine, for example, and work with the Chinese herbs that are—really can be very effective for someone who’s having fertility issues. So with someone with fertility issues, I will work with them on whatever blocks they might have around becoming pregnant. Sometimes people have fears about parenting or they’re having relationship issues or they’re having some kind of psychological issue related to their fertility and I will help them to clear that. I can also use my NLP skills to actually talk with the part of their body that is in charge of the fertility. We actually do very specific programming around hormone levels. I get very technical with this.

**Dr. Dave:** So, you really see this as a mind-body technique.

**McDermott:** That’s what it is exactly. And the mind is not just the brain. The mind is the whole system. The mind includes the body. I’m not talking about a brain and body connection. I’m talking about the mind as the whole thing. The mind and the body really are the same system.

**Dr. Dave:** To help us understand this even more concretely, maybe you have a case history or two that you could share with us that somehow give us a sense of what the issue was, what kind of technique or techniques you used and how it turned out.
McDermott: Well, I can give you lots of stories. I have so many wonderful stories. And one of the things that I like the best about NLP is that it works and so I have a lot of wonderful success stories that I can share with you. I can share some examples of working with people very quickly and getting very, very fast results. NLP has a reputation for working very quickly and sometimes we’re able to work out what we think is going to be a complicated problem in one or two sessions. I had a client one time who came to me. She had recently been married and she was unable to sleep in the same bed with her husband because he snored really loud.

Dr. Dave: That’s a fairly common problem.

McDermott: Every night, she would go to bed with her husband and wait until he fell asleep and then she would get up and she would sleep in the guest room every night. And I did my usual first session of really thoroughly asking her all the questions that I usually ask with a new client. I do an intake process as my first session and I had a whole plan of how I was going to work with her and I told her that I thought that we should plan to work a minimum of four times and I thought that I was going to be doing a lot of stuff that was really related to sound and helping her to do a mental translation that the snoring sounded like something else that was pleasant to her, for example. I had a bunch of ideas of how I was going to work with her. And when I did the original intake, I found that there was a part of her—an internal part, like a subpersonality might be another name for that—that really liked to have time to herself. She really liked to have some amount of time every day where she went in her sewing room and did craft projects or writing projects and that she really needed to do that and her husband didn’t really like it that she did that. This was a part of her that I discovered when I did my intake with her so I worked with that part first and we actually did a kind of a gestalt kind of process with that part that liked for her to have some time alone and found out that that was the part of her that was getting her out of bed and putting her in the guest room every night. So we had one conversation that took maybe an hour with that part sitting in a chair and we made deals with that part that she would come home from work every day, go into her sewing room and close the door and that she would spend a minimum of one hour every day alone doing a sewing project or a craft project or something like that that she enjoyed regardless of if her husband liked it or not, that that was something that she was just going to work out with her
husband. Well, she stopped having the problem falling asleep with her husband. She completely stopped having that problem that night.

**Dr. Dave:** Wow. That’s great.

**McDermott:** And when she called me, she said, “I know that I said that I would do four sessions with you. I’m willing to do the two more sessions if you really think I need to” and I said, “Well, just keep in touch with me. If it becomes a problem again then we’ll work some more.” But I contacted her. I stayed in touch with her and she never had the problem falling asleep with her husband again. The part that was getting her out of bed to go in the next room was the part that wanted her to sew. It wasn’t a snoring problem at all.

**Dr. Dave:** That story triggers a story of my own. Maybe I did a little Jujitsu NLP on myself without knowing it but I was on a camping trip in Yosemite in one of those sort of tent cabin things where you’re sort of cheek to jowl with a lot of other people and I’m pretty sensitive to noise and there was a tent full of people quite close to us that were making a lot of noise and they were kind of partying and I was starting to get anxious and angry thinking, “Oh my God, how am I going to get to sleep?” And I did this mental shift. I just thought, well, you know, if these were my kids making this noise, I wouldn’t have any problem sleeping at all. So I’m just going to imagine that these people are my kids, that I’m upstairs and my kids are meeting with friends downstairs and I can hear the noises coming up through the floor but I’m filled with love because they’re my kids and so I can accept it. And, you know, I was able to get to sleep that night and I’ve been able to use that little mental trick with myself in several other instances since then.

**McDermott:** That’s a perfect example. It’s a perfect example of what I’m talking about. And sometimes we’re able to do things that are really simple like that. Sometimes the problems are more complex and sometimes when I’m working with someone we have a result that’s really fast like that and it’s very exciting when that happens and NLP has a reputation for working that way. Unfortunately, it doesn’t always work that way. Sometimes I’m working with people over a matter of months rather than over a matter of sessions. NLP is still much faster than anything else that I’ve encountered.

**Dr. Dave:** Okay.
McDermott: But sometimes it is a little bit like chipping away at a rock and eventually we do get there but sometimes the work is cumulative. And I’ll do a piece of work and then I’ll do another piece of work and then another piece of work and it all comes together to create a synergistic breakthrough result that is often quite large but some times it takes a little longer than the one or two sessions that we hope for.

Dr. Dave: How did you personally come to be involved with NLP in the first place?

McDermott: I was in hypnosis training in 1990 and the teacher of the hypnosis school wanted us to have an introduction to NLP and she did an evening of demo and she asked the group if there was anyone who had a phobia and I had a little phobia. It wasn’t a big problem. It was a small phobia but I was anxious to not have it.

Dr. Dave: What were you scared of, if I may ask?

McDermott: I had a fear of ladders. I didn’t have a fear of heights but I had a fear of being up on ladders and it was probably because my grandfather was a carpenter. I probably saw him have an accident as a child and for some reason, I would get up onto a ladder and I would start to have a panic attack. And so I was really looking forward to not having this phobia any more and also my mother and my father both are extremely phobic and I know that phobias run in the family so I wasn’t looking forward to keeping this phobia and have it develop into further phobias. Looking at the level of phobia in my family, I did not want to go down that path. So I was really happy to have an opportunity to work on this phobia and she did a demo with me and I don’t remember what exactly she did because I was in a light trance at the time but it was a ten minute demo that got rid of that phobia completely. And I’ve been up on extension ladders on the second story of the outside of the house so I know that this works. And I’m able to use any kind of ladder now. I’m probably a little safer than the average person. You know, I check the ladder. I’ve seen people just lean a ladder up against the house and then just go up it like they’re going up stairs. I probably have my ladder a little more steady than someone who works on a ladder. I’m more careful but I’m able to function in the world fully and not be limited by a phobia any more and it was a ten minute
demo and that impressed me so much. The best thing that I learned in my hypnosis training was that I wanted to study NLP and I went as quickly as I could from hypnosis training into NLP study and when I went into NLP study, I studied it extensively. I really went into NLP as deeply as I possibly could. I had a fantastic training. That was all in the early nineties when I did that. And I still say it was the very best NLP training that anyone could ever have. It was very extensive and very thorough and I am very, very happy that I had such an excellent NLP training and then a couple years after that went and became certified as an NLP health practitioner and specialized in learning the NLP applications, the health applications of NLP.

Dr. Dave: Let me ask you about an application because when you were talking about your phobia you said you almost went into a panic attack and that made me think of a friend of mine who has been having some panic attacks. How would you work with a person if they came to you with panic attacks?

McDermott: Well, panic attacks can be a very simple problem to stop. There are some very simple mind control techniques that are very easy to learn. I have an article on my website that I wrote so that people could learn to stop their panic attacks on their own. And if someone wanted to go to my website, it is www.nlppati.com is my website and in my articles page, there’s an article on how to stop a panic attack. So if someone is having just a very simple panic attack problem, often it’s enough just to learn what a panic attack is. It’s an adrenaline response caused by a fear thought and if someone can learn to stop the fear thought then they can learn to stop the panic attack. So they don’t necessarily need to have a bunch of NLP to stop having panic attacks but people who are having an ongoing issue with more severe panic attacks that they’re not able to stop on their own then they’re having an anxiety issue and then I’m going into some deeper exploration. What is the cause of the anxiety? What is the origin of the anxiety? How long has this condition persisted for? When did it start? And really looking often into childhood conditioning and what is the origin of this problem. How long has this been going on for? How is this limiting the person right now in their life? I work with a lot of people to help them pass the bar exam and to pass licensing exams and anxiety, of course, is a big issue for people who are taking the bar exam and so sometimes what we look at is the more immediate concern. What can we do about this now without necessarily going into all of their past? If they have an immediate
problem, can we address this with an immediate process? And I always go for the simple stuff first and try to get as much change and resolution using the fastest things that I have first and if the problem persists after I’ve used some of the more obvious techniques then I will delve deeper and find what is happening on the more complicated level and often it’s related to something that happened in childhood, for example.

Dr. Dave: Well, Pati, I need to interrupt. You are a treasure trove of information but I’m going to need to close off our interview here.

McDermott: Okay.

Dr. Dave: Maybe we can have you back another time. I will definitely put a link in the show notes to your website so that interested listeners can go there to get more information or if they want to get in touch with you, they’ll see how they can do that. I wonder if as we close things off here if there’s a book or two that you could recommend to any of our listeners who might want more information about Neurolinguistic Programming.

McDermott: The book that I most recommend is “NLP: the New Technology of Achievement.” It’s writings of several of the NLP trainers. Actually, most of the people who are my teachers are in that book. And it’s a good general overview of NLP. It explains what it is and there’s some very, very good practical applications that are outlined in that book. There’s a lot of information on my website and if someone looks at my links page then they’ll find a lot of resources and I have a secret page in my website. If someone wants even more material than what is obvious on my website, they can send me an e-mail and I’ll tell them the secret of how to find my secret page.

Dr. Dave: Ooh, what a teaser.

McDermott: And also there’s a movie. It’s not a movie about NLP but it’s a movie that a lot of NLP people really like that goes into how the mind works and that’s the movie, “What the Bleep do We Know?”

Dr. Dave: Oh yes.

McDermott: Did you see that movie?
Dr. Dave: Yes. I did see it.

McDermott: So that’s a movie that says a lot about how the mind works and all the mental states and inner parts and inner workings of the mind and the mind-body connection but my website is also a wealth of information.

Dr. Dave: That’s wonderful. So I really want to thank you for taking the time to share all this information with us and maybe we can have you back again sometime.

McDermott: Be happy to, David. Thank you.

Dr. Dave: Okay, good night.


Dr. Dave: Okay, well, I sure hope you enjoyed that interview. Actually, I have some prior experience with NLP. I took a training workshop with the founders, Bandler and Grinder, back when they were first getting started. And for myself, I had mixed feelings about the approach. Since I was already steeped in the work of hypnotherapist, Milton Erickson, as well as in family therapy and gestalt therapy, much of it struck me as old wine in new bottles. Moreover, the very name Neurolinguistic Programming suggests a highly scientific approach rooted in brain science. While Bandler and Grinder do rationalize their techniques in terms of then current ideas about left brain versus right brain processing and so on, I’m not aware of any research that has actually tested their assertions. My impression is that they grabbed on to some popular notions and simplistic notions about neurological functioning and dressed their ideas up in the trappings of science. That having been said, however, the techniques of NLP may still be quite effective for some people in some situations. For example, I don’t doubt that my guest, Pati, gets the wonderful results she describes. In my opinion though, the effectiveness of successful NLP practitioners may be more the result of good shamanism than good science. I’m all for good shamanism. I’m also for good science. And I think it’s important not to confuse the two. Now, I have to say that there are two experiences that I took away from that Bandler and Grinder training that have stayed with me. A lot of their techniques utilize visualization and it frustrates me that while I’ve trained many students and patients to be good visualizers, I’m not a particularly
good one myself. During a break, I shared my frustration about this with Bandler and Grinder. They asked me if I was willing to try something and I said, “Yes.” They asked me to close my eyes and check in with all my parts to see if there was any reason why I should not be allowed to visualize or see pictures in my head clearly. When I put this question to myself, I was surprised to have a memory immediately surface that I had not given conscious thought to in many years. What popped up was a memory from when I was nine or ten years old. I had an uncle who was a homicide detective in Watts, a very rough part of Los Angeles. One day he took me to work with him. I was really excited to go on such an adventure. In the course of that day, he showed me a pack of crime scene photographs of people who had been murdered and others of people who had committed suicide. Clearly, this was not something he should have shown to a young child. The fact that that memory surfaced when I was asked to check in with my parts as to why I was not a good visualizer strikes me as compelling evidence that viewing those crime photos was more traumatic than I had realized and that it had caused my visualization ability to shut down as a way of screening out this traumatic visual memory. The other thing that I took away from that training was the concept of doing a dual hypnotic induction. My friend, Dr. Ron Alexander, also was in attendance at that same training and together we learned to do this dual hypnotic induction. Now, the dual hypnotic induction is a technique that we’ve been using in the workshops we’ve been leading together in Hawaii and Europe. We call for a volunteer who wants to use trance to explore some issue within themselves. We will then position that person between the two of us. Ron and I will be speaking at the same time each of us doing a simultaneous hypnotic induction, one in the person’s right ear and the other in their left ear, presumably one of us speaking primarily to the left brain and the other to the right brain. Now whether or not that is really how it works or not, it is a powerful approach inasmuch as it is an Ericksonian confusion technique, flooding the person with more information than they can consciously track. Both Ron and I are speaking at a very metaphorical level during this experience, planting metaphors that are intended to promote healing and well-being. The people who have been on the receiving end of this report that it has a powerful impact on them. And for Ron and I, its fun for us to do because it’s like jazz and we’re just kind of riffing off one another. Pati mentioned that NLP has many applications in the corporate world and I’m particularly interested to learn
more about those and I’ll be looking for a guest with that particular expertise for an upcoming show.

**Jamie Nelson:** Hey, Dave. This is Jamie Nelson from the Didgeplanet Podcast at [www.didgeplanet.com](http://www.didgeplanet.com). I’m a big fan of Shrink Rap Radio and I just wanted to leave a quick audio comment about #24 where you interviewed Mohammed, the young man from Baghdad, Iraq. I want to thank you for that very interesting interview. I thought Mohammed was very brave and revealing. I don’t know what I would do living in a similar situation living in a war zone like that and I just really appreciated being able to get a real person’s insight and not some talking head on CNN as to what life is like there. So many thanks for that interview and keep up the good work.

**Dr. Dave:** Jamie, thanks so much for your comment. I recommend Jamie’s Podcast Didgeplanet to any fans of the didgereedoo of which I’m one. And listener Anna Lisa sent the following message.

**She [Anna Lisa] says:** To Mohammed in Iraq. Ever since we learned that American troops would be sent to Iraq, there were prayer vigils started all over America. These prayers were for the Iraqi people—the children, the mothers, the non-combatants and all who wished for peace. Today, prayers are said in churches, mosques, temples, meeting halls and groves. Those offering the prayers include all the diverse religions of our nation. The prayers are from those of us who opposed the war and those who believed it was the right thing to do. We pray that you will understand that most Americans wish the Iraqi people no harm. We pray for your leaders as we pray for ours and, most of all, we pray for peace.

**Anna Lisa goes on to say:** I was so grateful to hear you on Shrink Rap Radio, to know that our prayers have been felt, that even one of you understands how horrified we are by what has happened. May our Creator bless you and keep you. May He make His face to shine upon you. May He look upon you with favor and grant you peace.

**Dr. Dave:** So, we certainly thank Anna Lisa for expressing those sentiments on the behalf not only of herself, but really so many of us who heard your moving story, Mohammed. I hope you’re listening today and that you get to hear this message. In fact, letters and voice comments such as these are very important to us to keep us
motivated to keep putting out this show. As always, I love hearing from listeners. So please e-mail me at Shrink@ShrinkRapRadio.com. You can find our show notes at www.ShrinkRapRadio.com. You can also leave voicemail for Shrinkpod on Skype or Gizmo Project. And, to make it really easy, we also have a phone in the U. S. where you can leave voicemail and that number is 206-888-2746.

**Dr. Dave:** I have some exciting news to share with you. Perhaps you’ve heard of Adam Curry who in the press has been referred to as the Podfather because he played a very significant role in getting this whole Podcasting revolution going. He and his partner, Ron Bloom, are in the process of creating a Podcasting network known as Podshow or PDN for the Podcast Distribution Network. Shrink Rap Radio is one of the first thirty shows invited to be a part of the Podshow network and we’re happy about that. Hopefully this will help us get some PR and attract more listeners. Also, there will be opportunities for you to become more involved and I’ll have more to say about that as time goes by. In the meantime, though, I received this greeting from another new member of the Podshow family.

**Kaya:** Hey, Dr. Dave. This is Kaya from the Podchick show. I just wanted to extend a nice warm Podchick welcome to the Podshow. I’m also a new member of the family and I’m so excited to be working with so many interesting people. I was just listening to your promo and what an awesome concept. I am so excited because the kind of things that you’re talking about on your show are so perfectly in line with the kind of stuff that I’m also trying to share. You know, how do we get past all these barriers that we build for ourselves? Now I am just one of those amateurs in this. I’m not a doctor but I’m hoping that we can align and possibly even do a show together and I’m sure that if we approach these things from all different directions we’ll be able to help even more people enjoy their lives and enrich themselves and make them smile. Bye bye now.

**Dr. Dave:** Thanks so much for that, Kaya. I will look forward to working with you in the future. Hey, I don’t know if you’ve noticed any difference in the sound quality of this show compared to previous shows but I would be interested in your feedback. In the past, I’ve been using a setup that cost about $500 to assemble and today I bypassed all of that in favor of a $40 USB headset and I think maybe it sounds better. I’m not sure, so I would sure appreciate some feedback from you on that score. Well, once again, I’ve run longer than I intended. Stay tuned for the
Podsafe music selection right after our closing theme music. You will find a link in our show notes to the Podsafe artist. If you like her music, I encourage you to go to the link on our show notes at www.ShrinkRapRadio.com and buy her CD. We have Natalie Brown performing “You Gotta Believe.” That’s it for now. This is Dr. Dave saying, “It’s all in your mind.”