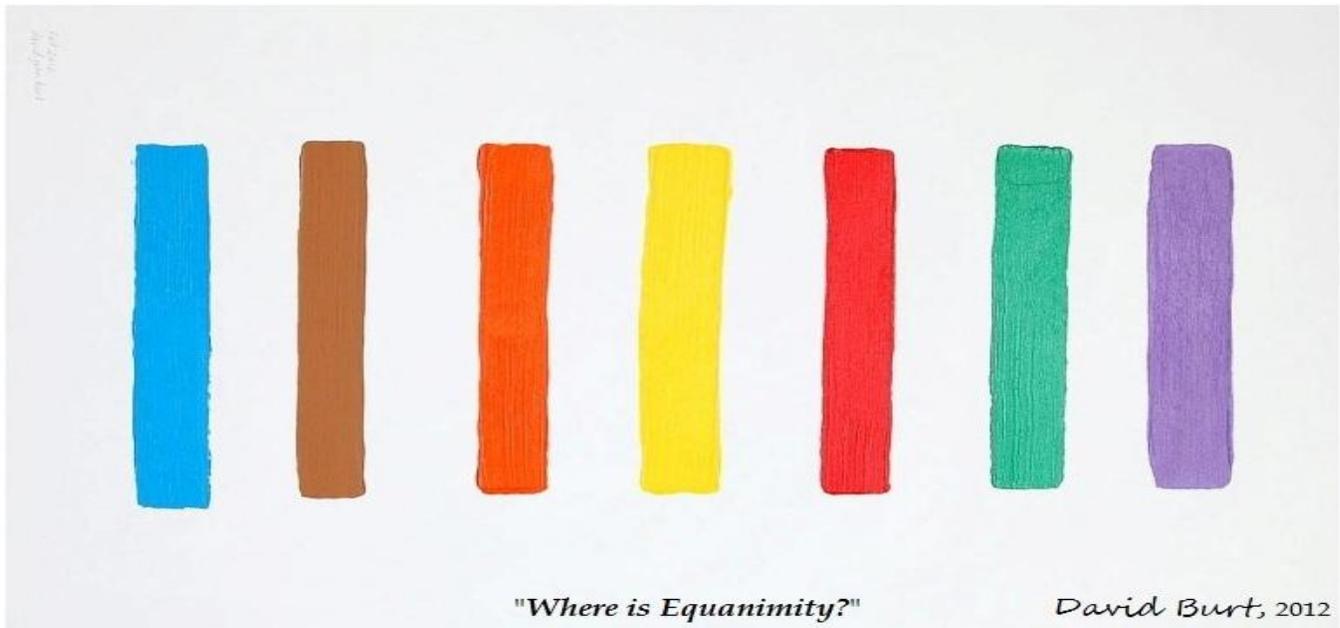


[Ray Argyle](#), Journalist and author of several books, including *The Paris Game*, after checking Angus' *Authentix Coaches* website: "I must say I am intrigued by the *Eye-Zen English* concept. If you can find a way to present and explain this in very basic terms that illustrate its benefits, I think you'll have a winner."

Out from Under!

Surfacing Unreliable Assumptions to Solve Problems Thoroughly



Working Safely Through Identity Politics

**Some norms of language usage
extend problems and obscure solutions!**

Finding a better way with *Eye-Zen English*

Angus Cunningham

founder of
Authentix Coaches



Pre-Publishing

Looking for both inspiration and the practical means to find life-enhancing solutions to problems that seem 'impossible'? Evidence-based logic, 'gut feel', hunch, and intuition are all ways by which we try earnestly to solve 'must-solve' problems. Hoping for inspirational conceptions of truth to 'work', we also resort to using the prestige or victimhood of our social position, as well as to sheer bluster, bravado, bombast, or charm, prayer and meditation. Eventually some of us learn we must explore peculiarities of perception, interpretation, thinking, and expression to become aware of how culturally automatic habits of language either limit or empower us. We discover that 'normal' habits of language interpretation and selection – others' and our own – often wreck well-intentioned efforts to solve problems.

This book introduces **Eye-Zen** English – a name Angus and his family, friends, associates, and clients call the psycho-linguistic practices that actually do give us the power not only to face 'impossible' problems but to increase our chances of solving them. It identifies linguistic habits that are not widely recognized as minefields to would-be problem-solvers, and explains how we are blind or deaf to those hazards. Sharing his scrupulous records of 'moments of challenge', coach-author Angus Cunningham relates his adventures in combining empathy with authenticity – the keys he identifies to finding collaborative solutions to 'impossible' problems. Timely and intriguing reading for writers, executives, entrepreneurs, managers, educators, coaches, teachers, professionals, interns, [immigrants](#)¹, politicians, spouses, adult families, and re-engaging retirees.

- ✚ **A.J. Jacobs**, Editor-at-Large of *Esquire Magazine* and author of several books, including *My Life as an Experiment*, tried out the root idea of this book and had this to tell Angus: **"I have much gratitude now! I loved reading your theories."**
- ✚ **Bob Scott**, Former Chief of Clinical Psychology at a U.S. Veteran's Hospital and former President of the Columbia Association for Rational Thinking: **"I think that both the helper and the helpee can benefit from both NVC and the IHXEN linguistic. Every now and then I think there may be some hope for the human race on this planet. Usually doesn't last long. But efforts like Angus' work may actually turn the tide."**
- ✚ **Reviewers**: See maven endorsements on pages 4-6 of this promotional material²



Angus Cunningham was born in India, educated at private schools in England, and won scholarships to Cambridge and Wharton. An engagement manager for management consultants *McKinsey & Company* in Canada, the US and Japan, he also served *Cummins Engine* as administration director for its Asia/Pacific Region. As marketing VP for *Barbecon*, Canada's largest graphic arts supply group in the 70s and 80s, he helped his colleagues reverse a declining market share and grow its profitability. Founding *Systemtree*, he and his employees built, for *Eurobrokers Harlow*, the world's first electronic bond trading system from open-system hardware-software components. Inventor and coach of **Eye-Zen** English principles for problem-solving in challenging

situations – discovered in the amazing adventures narrated in this book – Angus lives in Toronto, blogging and sharing the language-related learnings of an eventful life in the 'radical middle'.

 **Pre-Publishing**

Hard cover:	\$27.50?
Paper back:	\$14.95?
eBook:	\$8.50?

¹ <https://blog-imfdirect.imf.org/2016/03/02/migration-the-economics-of-language/#more-11704>
² Additionally, a sample of testimonials/blurbs for Angus' work as a coach-writer is available at [this link: http://www.authentixcoaches.com/Testimonials.html](http://www.authentixcoaches.com/Testimonials.html)

Ever tried to create affinity with an establishment 'in group'? Noted presumptions? Combining real authenticity with empathy is the secret, says the author, to lasting success in such problem-solving conversations.

Unfortunately, the structure of I-statements conventionally used in the English-speaking world makes finding such a combination almost impossible. So this book offers us solutions you can practice with yourself and your friends – until you're ready to put them to a 'big time' test.

That could be anywhere: around the corner tomorrow with your pals in a tea shop; an intimate conversation with your significant other; a consulting engagement for *McKinsey & Company* with multinational giants like *Mitsubishi* or *Air Canada*; or coaching sessions with brilliant and principled entrepreneurs.

Telling first-hand stories of success and failure in just such situations, this book show us when and why to use which of the various I-statement forms the author has studied and practised to navigate conversational situations for collaborative, conscientious problem-solving. All you need to benefit from this gem of a book is a problem to solve and a yearning to be free to **develop your natural inclination to be honest**, and – let's not forget – some close friends, associates, and an elder or sponsor willing to work along with you.

The accuracy of what we verbalize is much more crucial than most people today presume, says Angus. Yet when we understand how the forms of I-statement conventional in our milieus push us unwittingly into perspectives that turn out to be presumptive and divisive, we become clearer. Clear enough to relinquish diffident, defensive, 'professionalized', and other brusquely 'normal' roles. We can then begin again to listen carefully to, and to trust again, the vitalizing inner senses of truth that always emerge in **genuine dialogue**.

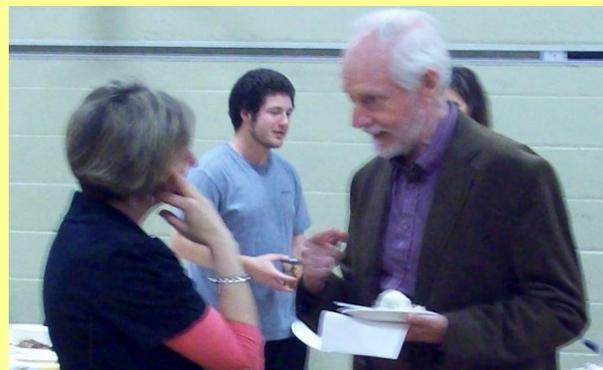
For perhaps 500 generations most people have felt truth to be sacrosanct – even if that meant fighting for whose truth was God or whose god was Truth. In certain circumstances that

common habit might be wisdom. But in others, it leads to disaster. **Which is it when?**

Today, huge financial/political and media scandals are grim reminders that people shade, bend, or falsify what they could, if they knew how, express **more accurately** – to burnish ego, avoid loss of face, escape punishment or defeat, flatter, or legally steal. Yet we are all in this mortal coil together. So a book that helps us suspend premature interpretations and find the means to voice our true selves with the power of scrupulous accuracy is timely.

Born in Simla, the British Raj's summer capital, and moving with his mother's half of his Army family 'back' to England, the author enjoyed a country life and went to private schools – emerging with the confidence to earn an engineering degree from *Cambridge* and win a *Cummins* Fellowship to *Wharton*. But in spite of all these advantages (and disadvantages, later discovered) the climb up corporate ladders proved much trickier than either he (or his family) could imagine. Angus then lost what had become an outstanding career and became unable to give his family what he felt he ought to be able to give them. **SHAME!!**

That's when Angus had to think deeply about a language he'd become expert in, but this time more consciously, and gradually he became aware people were unfairly taking him for someone he wasn't, which caused a lot of suffering. But someone, below, is now in thoughtful dialogue with him on the issue. What can they **POSSIBLY** be discussing?



Could it actually be in 'the ether' between them? Or is it 'just words'?

"Is there a way of finding the Mavens in every market? I don't know, although I am quite sure that there are readers who will use ***The Tipping Point*** as the inspiration to come up with a way" – **Malcolm Gladwell**, concluding his 2002 *Afterword* to ***The Tipping Point: How Little Things Can Make a Big Difference***

Since 2004, [Mike Grogan](#) has been a business coach serving small and medium sized organizations as well as executives and managers of Fortune 500 companies. A skilled facilitator, having worked with the Chief Executive Network and the Helzberg Entrepreneurial Mentoring Program, he leads strategic planning retreats, mediates conflict, and leads workshops on leadership, management, selling and accountability. Says Mike:

"Angus' book is something I'll be watching out for. Workplace conflict arises because individuals, especially leaders, are either too reactionary with their emotions, or stuff their emotions such that they leak out in covert, indirect and insidious ways. Good executive coaches help our clients understand themselves better through reflective dialogue. We also help our clients develop the skill of discovering more and more accurately the honest subtleties of our emotions. This helps everyone concerned to be better prepared to express the parts of their emotions that need to be expressed in ways appropriate for everyone in a conversation, which is to say without triggering fight-flight-freeze reactions.

The 'Eye-Zen' process Angus is presenting in his book has the potential to be one of the most powerful frameworks in a coach's repertoire. I look forward to learning more about this potent, practical, and essential tool. I predict many students of management and leadership will be learning for a long time from Angus' process". – **Mar-Apr 2015**

[Per Kurowski](#) was an executive director (2002-4) of the *World Bank* and now works as an independent consultant with expertise in energy and other fields of international finance, including regulation, based in Washington, DC. Having conversed and dialogued with Angus for 5 years, Per says:

"In situations in which I fear that neither withdrawing nor fighting to eliminate those who disagree with us is a practical option, I've sometimes tried to take advantage of Angus' broad experience in honesty-based problem-solving linguistics. Honest 'Eye-Zens' are at the root of his ability to verbalize accurately in virtually all circumstances. Even with only little trials so far of *Eye-Zens*, I feel sure his book is going to open doors to adventures in which readers will learn a way to solve problems in real life at least as promising as a Gary Kasparov move is in a chess game. It would be great if [Out from Under!](#) were to inspire a university to set up a Dialogue 101 course. I'm looking forward over the next few months (between now and February when I shall see Angus again) to trying *IHXENS* not only with my intimates and allies but even with people I find obtuse because they seem addicted to ideologies I know to be demonstrably false." – **Oct-Nov 2014**

Thomas R. (Bob) Scott PhD was Chief of Clinical Psychology at a U.S. Veteran's Hospital, former President of the *Columbia Association for Rational Thinking*, and Proprietor of the *Truthtree* website for rational and scientific debate until he retired in 2011. Says Bob:

"I very much like Angus' rejection of 'change' in favor of 'growth'. Change implies that something is wrong and needs change. Growth just means reaching out to fulfill one's potential. A friend of mine, who has a PhD and is the author of *Something in the Air* and *The Choosing Tree*, and I are writing a book for teenagers to be called *Your Life, Your Choice*. It is for kids who are trapped in a dysfunctional family, especially one in which they are being seriously abused. We just had a discussion on the difficulty of writing a book whose purpose is to enable kids in such situations to learn new skills to extricate themselves from their hellish circumstance. The trick is to avoid any language which tends to blame the kid himself. My wife doesn't like me to say that certain ways of thinking are irrational or inappropriate because for her the kids' reactions are what she calls spontaneous. Well, I know all this, and I understand that those spontaneous reactions are really produced by irrational thinking. But I agree with her that we need to discover a way of introducing that important idea without the kids feeling blamed or devalued. Maybe this is something you have discovered how to do because your discussion of balancing independence and dependence is brilliant! I'm going to use it in my discussion with my nephew." – **Sep 2008 to Nov 2009**

"I think that both the helper and the helpee can benefit from both *NVC* and the *IHXEN* linguistic. Practice of the *IHXEN* linguistic empowers people to say '*I have anger*' instead of '*I am angry*'. The latter way of describing one's situation implies that one's emotional state is some kind of permanent property, rather than something that one can acquire some ability to choose. Every now and then I think there may be some hope for the human race on this planet. Usually doesn't last long. But efforts like Angus' work may actually turn the tide. - **Aug 2010**

John A. Webb Ph D FSB recently retired, after 41 years in the field of agriculture and food processing, as Director of Emerging Science for *Maple Leaf Foods*. Having known Angus for over 10 years, John says:

"Reading **Out from Under!**, I think it provides exactly the right flags to the reader to engage his/her interest in the unconscious and incomplete truth, and just how universally damaging a lack of such interest can be. By evoking interest specifically in the honest practice of linguistics of the structure "This is my emotion: I have 'X' emotion' now", it really gives Angus' work traction for it's a practice I find very powerful and revealing. It may well be one of the most important insights of our time, and it is not intuitively obvious." – **May-Nov 2014.**

Christopher Walker was, until recently, a Chartered Arbitrator (C.Arb.) with the Alternative Dispute Resolution Institute of Canada, and he holds a Professional Engineering (PEng) designation in both Canada and the UK. He founded and was the first Chair of the *International Cost Engineering Council* and is a Past President of the (American) *Association for the Advancement of Cost Engineering*. He has been involved in major engineering projects across Canada and internationally and has worked at different times on behalf of each of the major parties involved: owners, consultants and contractors. A significant part of this work has been helping to resolve disputes between all the stakeholders involved in

an enterprise: owners, backers, suppliers, workers, customers and society. Says Christopher:

"Angus and I have been working together with *IHXENs* for several years. I was not at first at all sure that these psycho-linguistics are of much practical use, at least in isolation, but gradually I came to understand that they are extremely useful in two direct ways for me. First, I now have a presumption-free way to determine whether I am poised to act from equanimity and communicate authentically or would be acting from haste, excitement, anxiety, or unnecessary uncertainty. Second, I now know that the information held in my emotions, both the strongest and most painful ones and also the ones so mild that I wouldn't have noticed them had I not practiced *IHXENs* always proves, when I examine and evaluate it with *Eye-Zen* English psycho-linguistics, to be very valuable. More than that, *Eye-Zen* English has proved to be a practical tool in creating an environment within which disputes can be resolved constructively. For example, it has proved to be extremely useful to me in developing a constructive and creative environment in mediations and in ensuring that all aspects of a dispute in an arbitration are fully and fairly explored." – **May-June 2015**

* * *

For other testimonials/references/endorsements in the fields of manufacturing productivity, distribution and technical service, organization leadership, employee share ownership, public service website leadership, team problem-solving facilitation, and financial services franchise leadership, review [this link](#)³. For some reactions and appraisals of non-expert people, please call the author at (416) 406-0082.

³ <http://www.authentixcoaches.com/Testimonials.html>

Author's Preface

In his 2014 book **Enlightenment 2.0**⁴, Joseph Heath, Professor of Philosophy at the *University of Toronto*, writes:

Antirationalism in the political sphere generates a true dilemma for the progressive: take the high road and lose, or take the low road and make the problem worse. Of course, there is a more dire possibility, which is that you take the low road, make the problem worse, and still lose. This is, unfortunately, the most likely outcome of the effort to fight irrationalism on its own terms. There is, however, a third option. It involves restructuring the mental environment so that the voice of reason is more likely to prevail. This cannot be achieved through individual effort; it necessarily requires collective effort. It calls for a new politics of rationality.

Any self-image caught up in identity politics would, if expressed verbally, take the "I am (whatever)" (IAW) linguistic form. So, when I find something coming from another to be irrational, I know that either my implicit IAW self-image of "I am rational" is untrue in the situation at hand or one or another of his/her IAW self-images is something I'd like, if possible, to surface for discussion. What can I do to determine which of these possibilities is true is then my issue of the moment. Either I must interest my interlocutor in exploring the assumption(s) on which his or her viewpoint is based; or I must question my own logic; or I must withdraw from further discussion.

Sometimes I can interest my interlocutor in exploring his or her assumptions. But if I cannot, then I must either be willing to withdraw or to question my own logic. On becoming conscious of these psycholinguistic options, I began searching for forms of self-expression alternative to IAW⁵ and tried "I have 'X emotion' now" (IHZEN). Eventually, after years of testing IHZENs – first personally and then in increasingly more public situations, I reached this conclusion:

Honestly articulated IHZENs, which my clients and associates, for convenience, pronounce 'Eye-Zen', **have attributes of great value to any party to a problem-solving or decision-making conversation who is willing to make the effort to label honestly his/her emotion as a noun or noun phrase. Exchanges of 'emotion noun' IHZENs by the parties channel their energies into a path of learning conversations.**

Does this mean that voicing IHZENs constitutes what Professor Heath calls the 'third option' – a *restructuring of the mental environment so that the voice of reason is more likely to prevail*?

⁴ © 2014 by Joseph Heath (published by Harper Perennial imprint of HarperCollins Publishers, Toronto), from the frontispiece to Part III of his book: *Restoring Sanity*

⁵ I was, perhaps, following in the footsteps of A. A. Milne, whose naming of the donkey 'Eeyore' in his famous Winnie-the-Pooh books must, I feel, be recognized as originating in an appropriately jocular pronunciation of IAW

Articulation of an honest *IHXEN* is not often done in the English-speaking world. Indeed, to articulate an *IHXEN*, one must consciously decide to interrupt the pattern of implicit, usually unconscious, *IAWs* that are coiled just below the surface of one's mind – for *IAWs* are rough-but-ready ways, culturally evolved, for rapidly shaping one's mind.

But does '*IHXENating*' make the voice of reason more likely to prevail? In my coaching experience with entrepreneurs, mediators, executives, writers and many others, I've found *IHXENating* helps an individual centre in her or his personal truth of the moment, leaving him or her free to share it in a way that is neither premature nor pejorative. They thus insure – for the time being – the '*IHXENator*' against the risk of either 'giving away the farm' or unintentionally alienating her or his interlocutors. This is a small but meaningful enhancement of the pro-tempo mental environment between the parties to a problem-solving conversation. So yes, '*IHXENating*' does *restructure the mental environment*.

IHXEN-exchanging parties gain in knowledge of each other from their personal experience of congruence (or from notice of the lack thereof) in the verbal and non-verbal behaviour of their interlocutors. This creates fertile ground for selection of exchanges of additional information relevant to reaching agreement on an accurate description of the problem the parties agree to face, and thence to finding ways of solving it thoroughly.

Not all parties to problem-solving or decision-making conversations are willing, of course, to voice honest *IHXENS*. But, when one's social identity is threatened, and there appears to be no alternative – as in the case of an entrepreneur facing bankruptcy, a social reformer being ignored, or an executive or a politician looking foolish – then I have found that people all do become, if then made aware of *IHXENS*' benefits, willing to try honest *IHXENS*.

So the chief outcome of voicing *IHXENS* turns out to be that information relating to the sources of a problem discussed in an *IHXEN*-facilitated conversation becomes clearer to the parties sooner. In turn, that means that the solutions following exchanges of honest *IHXENS* do not then amount, as is usually the case when we rely on more complex, and thus more easily fudged, statements, to loading of the problem on, or exportations of it to, less powerful parties. In other words, *IHXENS* make for rationally fair solutions.

My associates and I now have two decades of experience with the use of *IHXENS* in *Authentix Coaches* engagements. Our experiences have revealed to us that the sources of the benefits to be had from *IHXENS* derive from certain easily understood, although not very obvious, psycholinguistic phenomena. [Out from Under!](#) sets out these phenomena.

It's also the story of the work we've done to make this welcome discovery accessible to people faced with 'impossible' problems and, of course, to professional problem-solvers and decision-makers everywhere. In it you'll find the theory of *IHXENS* set out – together with a few thought experiments conducted around widely-known political events – amid narratives of real-life tests and measurements of their value, which often prove to astonish everyone.

We are that abstraction that occurs when a mind, which emerges from a brain, interacts with the brain. It is in that abstraction that we exist and in the face of science seeming to chip away at it, we are desperately seeking a vocabulary to describe what it is we truly are. We are all endlessly curious about how it all works.

Michael S. Gazzaniga,
author of *Who's in Charge?*⁶
director of the SAGE Center for the Study of the Mind,
University of California at Santa Barbara

* * *

If we are really interested in curbing cheating, what interventions should we try? I hope it is clear by now that if we are to stand a chance of curbing dishonesty, we must start with an understanding of why people behave dishonestly in the first place.

Dan Ariely,
author of *The (Honest) Truth about Dishonesty*⁷,
professor of Psychology and Behavioral Economics
Duke University

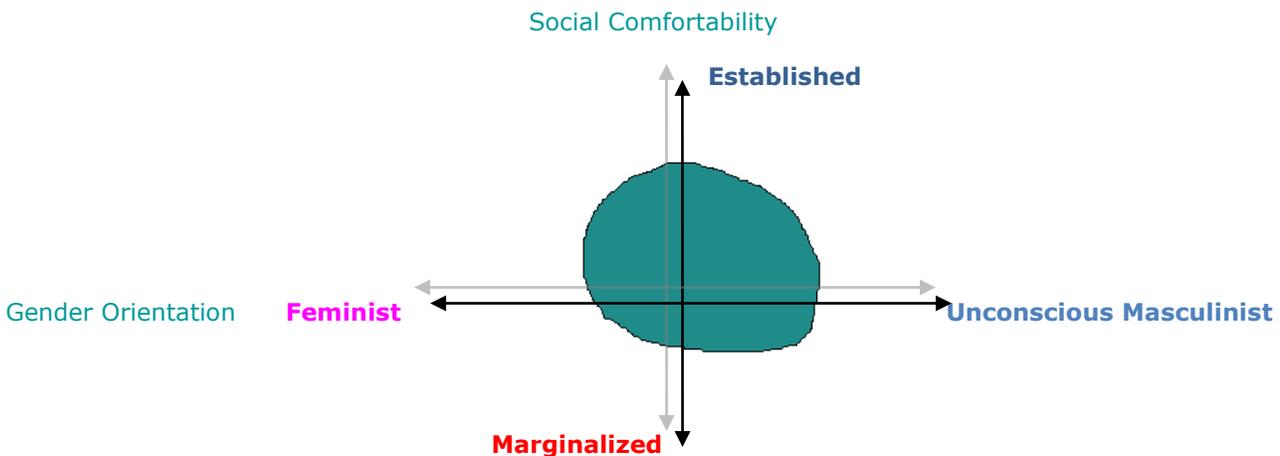
⁶ © 2011 by Michael S. Gazzaniga (published by ECCO imprint of HarperCollins Publishers, New York), from Chapter 7: *An Afterword*

⁷ © 2012 by Dan Ariely (published by HarperCollins Publishers, New York) from Chapter 10: *A Semi-Optimistic Ending*)

In writing *Out from Under!* I have been seeking to attract and intrigue readers whose demographics would be close to the most significant components of my own 'writing platform':

Degree of Establishment: Mixed, with experiences of being well-established and also of having been in very precarious circumstances
Formal Education: MBA at top school (*Wharton*) built on BA (MechSci) at top school (*Cambridge*)
Gender: Sensitively masculine but a divorced father so, with a possibly less-than-average quality of relationship with more fiercely feministic persons – perhaps a little 'out of synch' with currently 'normal' gender politics
Ethnicity: Indian-born ex-pat English, with wide experience of Canadian, British, US, European, and Japanese corporate, small-business and family cultures
Focus: Intensely purposeful, with exceptional track-record of problem-solving in leading, and following, in small work teams such as corporate and consulting task forces modeled on the *McKinsey* prototype
Age: Physically, occupationally and conversationally active senior
Website: Originally designed as support for my clients, my website has had approximately 15,000 hits. When I can spare time to drive traffic to it – by blogging at sites like those of the *New York Times*, *The Economist*, *IMF Direct*, *LinkedIn Harvard Business Review* – it has proved capable of attracting 200 hits per month. An 2+ minute video introducing the issues addressed by *Eye-Zen English* is downloadable from this [link](#), and feedback suggests a longer, more professional version would attract traffic from *You Tube*.

The demographics of the most fertile antiphonies among Western readers of English non-fiction might be represented by the axes of (1) **Established** vs. **Marginalized** and (2) **Feminist** vs. (usually) **Unconscious Masculinist**. (For my book, an additional axis is needed to represent the 'East-West polarity' in ways of perceiving (focus on **relationships** vs. focus on **objects**⁸) to arrive at an estimate of its market potential among [speakers of English as a second language](#)). Mapping my 'platform' as a writer on the first two axes might look something like this:



⁸ Refer to inter-cultural comparison work at the University of Michigan led by Professor (now Emeritus) Richard Nisbett and described by him in "*The Geography of Thought*" (2003, Free Press div. of Simon & Schuster)

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⁹ *NVC* – Nonviolent Communication, a trademarked label for the ideas and practices promulgated by clinical psychologist and author Marshall Rosenberg

¹⁰ The author's reading list is available on request