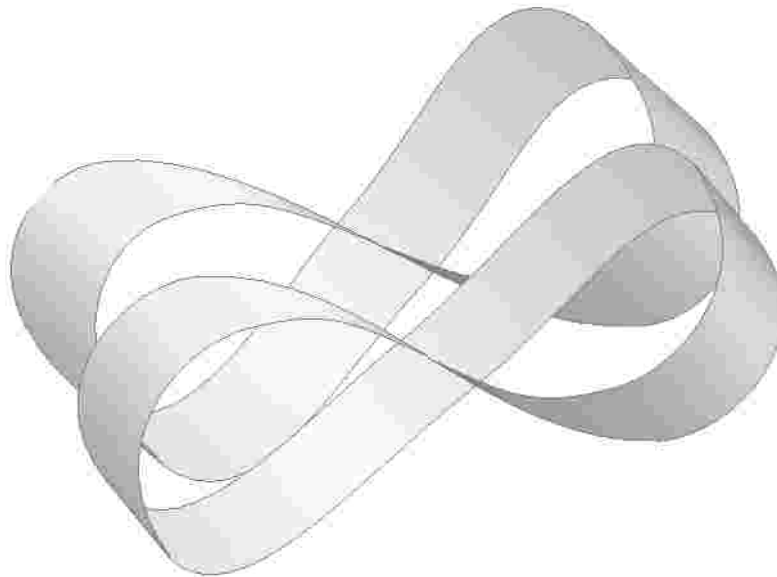


ACT ION!

The Newsletter of the International Association for Applied Control Theory **NEWS**

10th Anniversary Edition

1997 2007



Celebrating Ten Years of Living It !

A special thanks to Pam Fox and Shelley Roy for their time and effort in completing the editing process.

ACTion News: 10th Anniversary Edition© 2007

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Design, Layout and Editing by Virginia Tate

Wel **come**

Here we are, IAACT at 10 years. We have been celebrating all year and want to share with you our decade of dreams fulfilled.

As chairman of the Executive Council I want to invite you to enjoy our 10th anniversary newsletter. There are many people who have made it possible for us to continue as a professional association, beginning with the founding members who successfully launched our auspicious beginning in 1997. We appreciate the commitment and professionalism of all faculty members who have contributed to where we are today.

Our international faculty, while spread far and wide, are an integral part of who we are as an association. Without them we would not be 'international', and because of their patience and continued efforts to continue learning and growing we are a stronger IAACT at ten years. We hope to cultivate an even stronger relationship now that we have attained a further degree of quality with our organizational structure and functioning. Efforts by the Executive Council over the past eight months will be presented at our summer Board of Director's meeting as part of a package celebrating the past ten years. Others will be able to receive the packet of information either by snail mail or electronically.

All faculty have contributed by their presence, their sharing of skills and interest, and their desire to see IAACT remain a viable organization. We have crossed many hurdles along the way, and I think it is important to mention a few who have made special contributions to aid in the organization we have today. In fact, without them we would not be where we are today. We would not have grown without the dedication of faculty to keep the organization functioning including, not in any particular order, Shelley Brierley, Pamela Fox, Fred Good, Lloyd Klinedinst and Barbara Bollman, Larry Larson, Lynn Taylor, Denise Pappas, Jane Williams, Kay Currin, Patti Sebyestan and our most recent IAACT coordinators Colin Deitch and Scott Byerly. Also, Yvonne Cleveland has played a big role over the years in helping with administrative responsibilities until we hired an IAACT coordinator.

However, I want to send out a special 'thank you' to the following members who have served in some exceptional way to the organization. Glenn Smith was the Coordinator until we became more adept with our goals and objectives. Shelley Roy, past chair of the Executive Council, guided the middle years of our organization. Barnes Boffey has continued to be a steady presence on the Executive Council in his role as Professional Development Coordinator. And next to last but certainly not the least--arguably, our unofficial leader, E. Perry Good has led by example and provided opportunities for many, many people in various professional roles to have the opportunity to learn about Perceptual Control Theory. Finally, we want to acknowledge William T. Powers, and the late Mary Powers, for their staunch belief in the science of living systems. Because of them, IAACT is an organization with individuals who robustly claim our motto: We Live It!

Jeff Grumley, Chair of Executive Council

IAACT Founding Members

Judy Anderson	Judith McFadden
Sally Berman	Jane MacLeod
Ellen Blank	Richard Melching
Barbara Bollmann	Sarah Melching
Glenie Braun	Jill Morris
Shelley Brierley	Rick McIlwain
Amy Buckingham	Anne O'Brien
Barbara Chapman	Sandra Nabalín
Laurel Chelsom	Sally Peterjohn
Kay Currin	Ed Redalen
Pamela Fox	Patricia Regan
Diane Garrett	Shelley Roy
Dianne Gossen	Roberta Rundell
Mary Lynne Fuller	Robert Rundell
Perry Good	Patti Sebestyen
Fred Good	Glenn Smith
Lyn Haas	Vicky Smith
Bruce Innes	Marie Snider
Bobbi Laird	Janet Thatcher
Larry Larson	Barb Wiebe
Pat Lassanske	Robert Wiggins
Lloyd Klinedinst	Debra Wilson
Janet Lowry	

First Executive Committee

Perry Good	Pamela Fox
Shelley Roy	Janet Lowry
Glenn Smith	Lyn Haas
Shelley Brierley	

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History of IAACT

By Barnes Boffey

The International Association for Applied Control Theory is a non-profit, organization founded in 1997 by a group of practitioners in the helping-professions who were committed to the development and proliferation of Perceptual Control Theory (PCT). For those interested in the pure science of PCT, an organization had existed since 1986 called the Control Systems Group (CSG). CSG was founded by William and Mary Powers to further the science and study of PCT. Many IAACT members are CSG members also. The implications of this new theory to the helping-professions were clear to the IAACT founders. What distinguished IAACT from CSG was its focus on Applied Control Theory.

As instructors and PCT advocates came together in 1995, it was clear that maintaining the clarity and accuracy of PCT was a concern and desire for all. It was also apparent that this group, soon to be called IAACT, was interested in creating a collaborative environment where learning was a collegial process, and where people were encouraged to develop creative applications based on PCT.

IAACT is filled with service professionals in teaching, counseling, criminal justice, and business interested in helping people live better lives.

IAACT Founding Meeting in Las Vegas, 1997— Front row: Shelley Brierley, Denise Pappas, Perry Good, Shelly Roy, Sylvia Stephens, Judi Byrnes, Mike McGraw, Bruce Innis Row 2: Jenny Haller, Lynn Haldy, Pat Lassanske, Diane Gossen, Judy Anderson, Janet Thatcher, Jim Werner, Sarah Melching, Row 3: Nancy Elsmore, Theresa Rosen, Glenn Smith, Patti Sebestyen, Pam Fox, Mirela Despotovic

Origins and Current Status of PCT

By Fred Good

Perceptual Control Theory, or PCT for short, was introduced by William T. Powers in 1973 in his seminal book entitled *Behavior: the Control of Perception*. The theory articulates principles which are specific to living systems. These principles apply universally to all living systems, whether single cell living systems or very complex ones such as human beings.

PCT views behavior in terms of the relationship between an organism and its environment. The nature of this relationship is determined by purposes, or reference conditions, which are internal to the system. Living systems are not simply governed by external environmental factors. Rather, having arisen out of favorable environmental conditions, they exist and evolve as long as those conditions are congruent with internal specifications which come to determine how those living systems adjust and survive over time. Living systems are always adjusting their internal organization to meet environmental changes and challenges; the environment is not imposing purposes on the organism.

At the core of PCT is the understanding that physical laws are not sufficient to explain the behavior of a living creature. This observation seems rudimentary. However, until PCT came along, that is exactly how we sought to understand and to explain behavior. We looked for what outside stimuli produced what responses and formulated behavioral theories based on statistical information often gathered from experiments with animals conducted in the laboratory under artificial conditions. The language we use to talk about people often resembles how we talk about physical things. We even act accordingly in every day life. Work is rewarded by a pay check; good students are rewarded with good grades; penalties are handed out for bad behavior. In effect, the living sciences simply adopted the assumptions of physics. In PCT, this linear approach is replaced by a model which introduces the idea of circular causality and control through a process of negative feedback.

Control theory has a long and interesting history dating back to the Greeks and Arabs (around 300 BC) who built mechanisms based on feedback control for the purpose of keeping accurate time (Lewis, 1992). As it relates to PCT, control refers to the process of bringing a perceptual variable to a pre-selected state and maintaining it in that state, protected from disturbances. When you decide to paint your house "white" and do it, you are controlling for your perception that your house is now "white." (Marken, 2003).

Today, a growing number of scientists and practitioners from various disciplines around the world are studying PCT to validate its underlying principles. Through computer simulations, work in the laboratory and controlled studies of applications in schools and other human services settings, the theory is undergoing intensive scrutiny which has been common when new theories are proposed in the physical sciences but has not been the norm of the living sciences. Researchers in such diverse fields as robotics and sociology are publishing results of their investigations into PCT with increasing frequency. Those who are studying and working with PCT believe that it is the first comprehensive

theory of behavior, offering the most accurate explanation of how living systems work, significantly advancing our understanding of human nature.

PCT has been gaining acceptance since the start of WWII with the advancement of the understanding of the process of control (Powers 2003). Although the theory originated outside of the university setting, the study of PCT is now being undertaken by academics in the life sciences, notably in sociology (McClellan, 2006). The acceptance of PCT will significantly alter how we think about life and the life sciences.

Important efforts to teach the basic concepts of PCT and the implications which such an understanding has for practices in the life sciences are now underway in some very different settings. In clinics in Fife, Scotland and Cherry Hill, New Jersey psychologists are using PCT principals exclusively in the treatment of their clients. William Powers and a group of helping professionals have developed specific guidelines for the use of the Method of Levels or MOL (Cary, 2005). Preliminary data indicates that this approach is effective in clinical settings.

In the United States, Canada and Australia, several educational applications are showing great promise, not only in improving student behavior, but also student achievement, as well as in such areas as teacher retention and overall school climate. Educators and counselors have been teaching PCT, deriving guidelines for applications in schools (Good, 2003) and social agencies. The results of this work shows great promise for the future of the theory and its many applications to the life sciences.



Bill and Mary Powers help IAACT create a working definition of PCT

Organization

The Board of Directors of IAACT consists of all faculty. Generally, the Board meets twice a year usually in January and June. A five member Executive Council serves between in order to discuss issues brought to it by members . All actions of the Executive Council are subject to a vote at the next full Board meeting.

Currently the offices of IAACT are housed at 1024 Damascus Church Road, Chapel Hill, NC. A part time coordinator is employed to maintain records, manage the books, register ACTs and to undertake projects as directed by the Executive Council and Board of Directors.

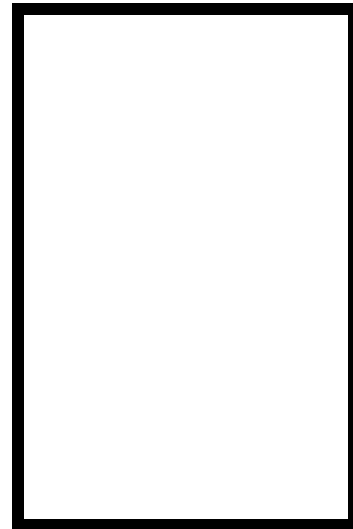
Executive Council June 2007

Chair Jeff Grumley	Secretary Lynn Taylor
Vice Chair Glenn Smith	Director for Professional Development Barnes Boffey
Treasurer Denise Pappas	IAACT Liaison Fred Good

Faculty Members

Agnes Barna	Tony Hairston
Arlene Bell	Cindy Ignas
Sally Berman	Lloyd Klinedinst
Barnes Boffey	Larry Larson
Barbara Bollman	Judy McFadden
Shelley Brierley	Denise Pappas
Kay Currin	Chris Prysock
Malcom Dixon	Shelley Roy
Nancy Elsmore	Patti Sebestyen
Pamela Fox	Glenn Smith
Fred Good	Lynn Taylor
Perry Good	Don White
Jeff Grumley	Jane Williams

IAACT Faculty Snapshots



Our Social Contract

Our class believes that we should have fun while we learn. We will trust in each other enough to ask for help when we need it. We will be kind and gentle to each other. We will give...

IAACT Statistics

Number of participants:

ACT I	9800
ACT II	1200
ACT III	400
ACT IV	50

Number of ACTs Taught:

ACT I	115 weeks	650 ACTs
ACT II	43 weeks	80 ACTs
ACT III	28 weeks	35 ACTs
ACT IV	6 weeks	8 ACTs

Our class is outgoing and friendly so we don't have to be afraid to ask questions!



Publications

By IAACT Instructors

<i>Author</i>	<i>Book</i>	<i>Contents</i>
Barnes Boffey	Reinventing Yourself	Self-help using the principles of PCT
Pamela Fox	My Gift in Return Teaching Control Theory in the High School Classroom	Daily reflections Activities for teaching self evaluation to young adults
E. Perry Good	In Pursuit of Happiness and Teacher's Guide to In Pursuit of Happiness	Self-help using the principles of PCT
	Helping Kids Help Themselves and Facilitator's Guide	How to help young people learn to self-evaluate using the principles of PCT
	It's Finally OK to Be the Boss	Managing others using the Principles of PCT
	Overall Direction	Helping others problem solve using the principles of PCT
	Happy Hours Guide	Activities for teens designed To help them self-evaluate
E. Perry Good, Jeff Grumley & Shelley Roy	A Connected School	Using the principles of PCT to improve school culture
Perry Good & Jane Williams	Take Charge	A curriculum for strengthening internal motivation and promot ing purposeful in teens
Glenn Smith & Kathy Tomberlin	Quality Times for Quality Kids	50 activities for children based on PCT

Unlimited Success

Building a Better Future One Kid at a Time

By Jane Williams

Unlimited Success, the Prevention Division of Partnership for a Drug-Free NC is a leader in substance abuse prevention in North Carolina. In 2001, Perry Good conducted a two-day overview of Perceptual Control Theory for the seven prevention specialists employed at this private non-profit agency, which was then known as STEP ONE Inc. At that time, STEP ONE provided services to only three counties in North Carolina – Forsyth, Stokes, and Davie counties. The initial workshop served as the catalyst for a tremendous effort to become an organization dedicated to using PCT as the guide for all practices and principles. This effort continues today as US specialists strive to “build a better future one kid at a time.”

Six years later, Unlimited Success (US) provides services in 13 North Carolina counties and serves students in 17 school systems. US employs 45 specialists; twenty-one are certified in Perceptual Control Theory, seven are involved in the Faculty Training Program, and one is a faculty instructor. Unlimited Success is one of the original co-sponsors of Carolina Connection, a “Connected Schools” conference held annually in North Carolina since 2005. This focus on PCT has created an organization that has a climate of cooperation, respect, and self-discipline.

An understanding of PCT has served not only to strengthen the operation of US, but the manner in which services are offered is different as well. Rather than teaching about drugs and their effects, using scare tactics or bribes in an effort to keep young people from using drugs, Unlimited Success strives to teach young people and the adults who care for them the knowledge and skills needed to be happy, healthy, and successful people through self-evaluation. A major goal is to work with schools, families, and communities to create safe, caring, and achieving environments. One of the major initiatives is to assist schools in Winston-Salem/Forsyth County and other school systems to implement “Connected Schools” concepts. US also operates eight after school programs and 11 summer mini-camps in elementary and middle schools. All of these programs are based on PCT principles, and the specialists teach these principles to the participants.



Timber Ridge Treatment Center

By Glenn Smith

Timber Ridge Treatment Center is a private residential wilderness treatment center located on 187 acres near the Uwharrie Forest in rural North Carolina, founded by Thomas and Laurie Hibbert in 1993. It serves young men, ages 12 to 17 with various issues including emotional/behavioral/conduct conflicts. These conflicts include defiance, opposition, depression, and substance abuse. Timber Ridge does not serve adolescents with actively psychotic, suicidal, or homicidal behaviors nor those with the primary need for medical detoxification or treatment for sexual offenses. Family participation is required as well as recent psychological and IQ testing indicating the resident's ability to adequately communicate and process information. A major focus of the Timber Ridge experience is adventure activities including extended canoeing, backpack trips, climbing wall, community service projects and other planned educational/therapeutic outings.

In 2002, a special challenge was issued by the administration at Timber Ridge Treatment Center to reduce the number of physical restraints of campers by 50%. At present Timber Ridge Treatment Center has decreased their restraints by approximately 65%. Between November of 2003 and November of 2005 the number of restraints per population of 40 campers decreased from 754 per year to 269 per year. This represents a drop of approximately 63 restraints per month or two per day to only 22 restraints a month or only two every three days.

The strategy and training used to accomplish this dramatic reduction in restraints was provided by Life Connections, Inc. under the direction of IAACT faculty member Glenn Smith. The goal of this partnership was to certify all group leaders in Applied Control Theory. In the fall of 2002 with the help of practicum supervisor Fred Good, all 25 staff members participated in an ACT I and an ACT I practicum. Since that time 10 staff have completed certification and 15 staff have completed the sequence through an ACT II.

IAACT, Inc. In Conjunction with Life Connections, Inc. Receives Grant to Serve Youth for Third Year

By Glenn Smith

The North Carolina Department of Juvenile Justice and Delinquency Prevention (DJJDP) in 2004 awarded a grant to Life Connections, Inc. in partnership with IAACT under the direction of Senior Faculty Member Glenn Smith. The grant of \$36,000 was awarded to develop, administrate and provide services for a Juvenile Court Diversion Program entitled -DASH-

The -DASH- Program provides first time offenders between the ages of 12 and 17 with an educational experience. The program educates these young offenders and their families about their offense, and how it affects the offender, their family as well as their community. The program will also educate the business and school communities, as to the benefits of an intervention program used as an alternative to incarceration, probation, and court involvement.

-DASH- stands for Developing Adolescents, Strengthening Habits. It is a program created by IAACT faculty members Shelley Roy and Glenn Smith devoted to developing the potential of each individual to better serve themselves, their families and for their communities. The mission of -DASH- is to help youth enhance their lives through self-discipline, self-evaluation and promoting positive self-esteem.

Chris Prysock and Malcolm Dixon, both IAACT faculty, provide direct instruction for these teens and their parents.

Since the start of the program some 400 teens and their families have been referred. In 2006, DJJDP, NCJOIN and Life Connections, Inc. conducted a study which examined data obtained from July 1, 2004 through June 30, 2006. This study indicated that over 70% of these first time offenders had not returned to the juvenile court.

St. Johnsbury Academy, St. Johnsbury, VT

By Barnes Boffey

"The Academy" is located in what is called the Northern Kingdom of Vermont, a very rural area. It is a private school which also serves as the "designated high school" for many local towns, and the school has a degree of autonomy and control over the curriculum.

In the early 80's, two teachers, Bruce and Eileen Burk took a Week I training and saw the potential for their school discipline program. They were looking for ways to break out of the old conflict/coercion paradigm, and the Control Theory ideas seemed to fit the bill. We did training weeks with the senior administrators and gave several all day workshops for the faculty. Between trainings, Bruce, who did most of the discipline, worked to keep the ideas alive and draw in teachers who were willing to learn and apply them.

The overall impact of ACT training was significantly enhanced by the support of senior administrators and a few highly respected, knowledgeable staff members. Under their leadership, in-depth training of the entire faculty met with success.

Control Theory and The Aloha Foundation

By Barnes Boffey

In 1953 when I was 7 years old, my parents sent me off to Camp Lanakila in Fairlee, VT. It was a boys' camp and I was there for 8 weeks. I loved it, and this summer will be my 46th connected with Lanakila. I am currently the director.

Part of what I loved about it then and still love now, is the basic orientation toward people that was built into the camp program. What I realize now is that those ideas were grounded in the same principles we now understand as Control Theory. It was an inside-out approach to human behavior and motivation, and an approach which relied heavily on understanding perception as a way to solve problems, work with staff and kids, and handle discipline issues.

In the late 70's, after being introduced to Reality Therapy, I brought those ideas to camp and we began to consciously integrate them into all our training and all our policies. As time went on, and as I got more conversant with the ideas of Control Theory, we continued to update and expand the scope of the ideas until it was so integral in what we did that we began using it as a big selling point in recruiting campers and describing our camp program. We created a new name for all the processes which seemed more easily understood than Control Theory, and at some point along the way we developed the term Success Counseling to describe what we did.

Since then, the foundation has grown into six camps, not just three, and the Success Counseling model is taught to all staff at all locations. It is standard operating procedure, and as much as we ask staff to use their individual skills and styles to connect with kids, they understand that our basic institutional orientation to working with kids and staff is not "up for grabs." At the Aloha Foundation we use Success Counseling and they are expected to learn the concepts and practice the skills. The vast majority of staff love it; it gives them an organized and successful way to work with kids. They are supported from every side by people who want them to learn the ideas and will help when there is a problem.

One of my roles in the Foundation is also Director of Training, so there has been a consistency over time in how Success Counseling is taught. We are also a private non-profit institution which does not have to face the same pressures of a public school. But, being a private camp with a relatively steep tuition, our success is measured in enrollment numbers and return rate statistics. In 2007 at Lanakila, we had over 35 people on the wait list and a return rate of just over 90%.

If you are interested in seeing how some of the Control Theory ideas are translated into very user friendly language and format, you might be interested in visiting www.alohafoundation.org and looking under "Parents." There you will see two sets of articles which highlight ideas which you may very well recognize. Skoll!



Perceptual Control Theory and Personal Life Skills Help Inmates Successfully Re-enter The Community

By Glenn Smith

In March of 1998, Life Connections, Inc. was contracted by the Mecklenburg County Sheriff's Office to provide a Personal life Skills course to male and female inmates preparing to re-enter the community.

Entitled "Becoming The Person You Really Want To Be" the original course curriculum was created by Glenn Smith, Senior Faculty member of IAAC. Tested in Mecklenburg County Jail North, supported by the Mecklenburg County Sheriff's Office, the course curriculum was intended to provide research-based solutions to reduce recidivism and promote personal development of individuals who are presently incarcerated. The development of the Personal Life Skills course involved psychologists, instructional specialists, teachers, administrators, university professors, researchers - all working together for five years - to build a comprehensive solution to improve the lives of individuals. In 2002, Shelley Roy of Synergy Transition Consulting became a partner in the development of the curricula. The curriculum now include programs for incarcerated men, women and juveniles. There are also programs for the prevention of youthful offenders and addictions. Life skill programs are also offered to couples and K-12 schools.

All of the personal life skills courses are based on Perceptual Control Theory and the levels of perception. The courses were designed for those individuals who are committed to self-evaluation and change. A significant addition to the programs is the recent development of the "Be - Print," a guidebook for assisting participants in self-evaluation.

Some 1,200 participants have participated in the voluntary course where sometimes over 100 individuals remain on the waiting list. A study done in 2004 showed that those individuals who have completed the course have a 25% greater chance of not returning to jail during their first year. Several graduates of this program and of the Mecklenburg County Jail, have continued their study of Perceptual Control Theory by entering the certification program.

Glenn Smith is an IAAC Senior Faculty member. He also is contracted through his private practice, Life Connections, Inc. with the Mecklenburg County Sheriff's Office in Charlotte, NC, to provide a "Personal Life Skills" programming to the jail inmates.

New View Sponsored Seminars and Corporate Counseling

By Scott Byerly

Intensive Seminars in Applied Control Theory offered by New View Publications

Since its founding in 1987, New View Publications has published and distributed books based on a scientific theory of the behavior of living control systems. (This theory, which was developed by William T. Powers, is known as Perceptual Control Theory.) Furthermore, New View has conducted professional development workshops and Intensive Seminars in Applied Control Theory for schools, government agencies, non-profit organizations, and corporations. These seminars focus primarily on understanding Perceptual Control Theory and applying the theory's main concepts to everyday situations. In New View's "Connected Schools" seminars, for instance, participants from schools and school systems use the ideas from *A Connected School* (New View Publications, 2003), written by E. Perry Good, Jeff Grumley, and Shelley Roy, to connect with and help their students help themselves.

For seventeen years, New View has offered ACT Summer Institutes for schools and school systems across North Carolina. Cumberland County Schools and Winston-Salem/Forsyth County Schools, for example, have sponsored Summer Institutes in conjunction with New View and IAACT for eight and three years, respectively. While the Institutes in Fayetteville and Winston-Salem were attended primarily by locals, the Summer Institute in Chapel Hill has attracted participants from Georgia, Iowa, Michigan, South Carolina, Virginia, and, of course, all across North Carolina. In 2007, New View is offering its usual Summer Institutes in Fayetteville (June 18-21), Chapel Hill (June 25-28), and Winston-Salem (August 6-9), and is offering for the first time Institutes in Atlanta, Georgia (June 11-14), and Flint, Michigan (TBA). Over these seventeen years, groups have ranged in size from small to large. In recent years, Summer Institutes have attracted nearly 150 participants each.

In recent years, New View has also sponsored Intensive Seminars in Applied Control Theory annually in January in Hilton Head Island, South Carolina. Participants have included administrators, district leaders, and teachers from schools and school systems across the United States. The next Intensive Seminars in Hilton Head Island will be held on January 21-24, 2008.

Corporate Consulting

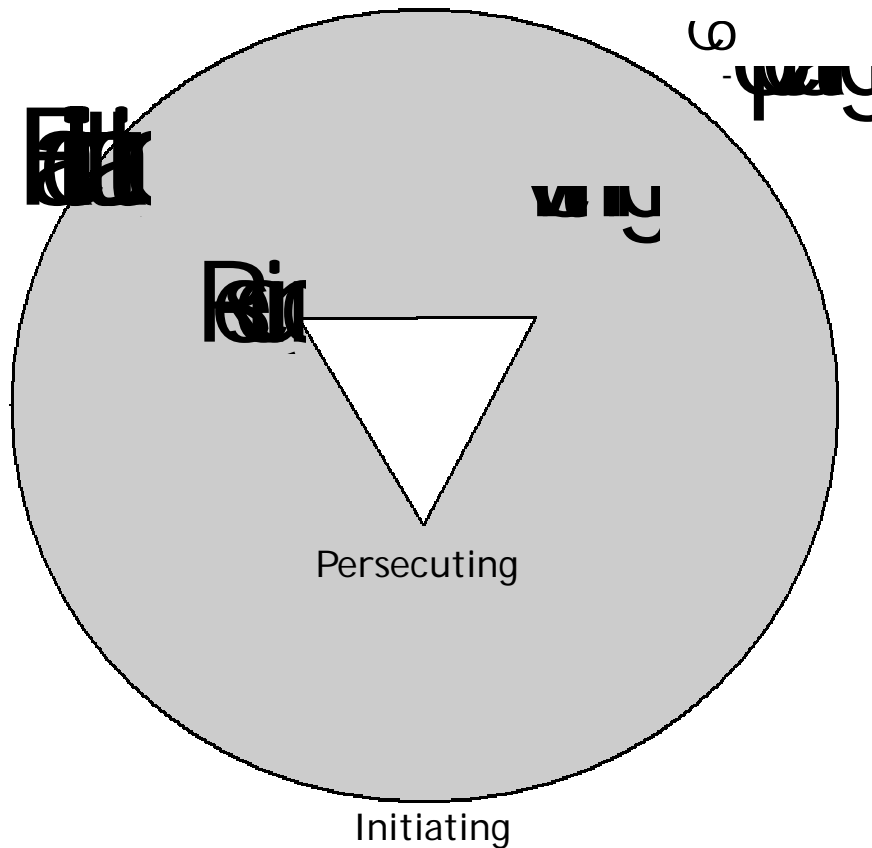
IAACT Senior Faculty Member E. Perry Good has introduced the ideas of Perceptual Control Theory to a wide range of corporations and government agencies, including Mary Kay Inc., Hitachi Consulting, North Carolina Biotechnology Center, and Glaxo Wellcome Inc., among others.

Larry Larson, also an IAACT Senior Faculty Member, works frequently with the Canadian Liquor & Gaming Authority and many other government agencies in Canada.

The Circle of Strength

The Circle of Strength, developed by Shelley Brierley through 25 years of work with individuals, couples, families, schools and communities, offers a new way to think about and talk about relationships. Using colorful floor mats and dialogue from every day situations, the participants experience a variety of scenarios to shift their perception of relationships from the "triangle of blame" to "the circle of strength" and balance. The training now involves opportunities for growth through a three tiered learning program.

Shelley Brierley is a Senior Faculty Member with IAACT. In addition to her private practice, she is a consultant and seminar leader. She lives in Vancouver, Canada.



AACTA
Association of Applied Control Theory Australia
“The Key to Control is Within”

By Judy McFadden

The Association of Applied Control Theory Australia was founded in 2000 as the Australian branch of the International Association of Applied Control Theory (IAACT).

AACTA is comprised of a small band of committed individuals focused on spreading the ideas of Applied Control Theory through the organization of intensive training programs. AACTA's database profiles over 550 individuals who have completed training in Applied Control Theory. Though AACTA is similar to the North American based IAACT, some training practices do differ.

Most training programs have been taught within the state of New South Wales, but the programs in this area have been numerous and varied. Trainings have been held in schools in Brewarrina, Baradine, and Gulargambone in the west; Dubbo in the central west; and in the coastal cities of Kempsey and Sydney. In addition to educating teaching professionals, AACTA has also held trainings that spread the ideas of Applied Control Theory into other areas. Jenny McFadden has delved into the area of natural health with her connection to the Nature Care College in Sydney, where she has worked with kinesiologists, naturopaths, and personal trainers. Judy McFadden has teamed up with the Salvation Army to organize trainings with youth workers. Another series of programs has been headed by Maggy Farago involving domestic violence support groups, crisis counseling, and court support programs for families and victims of crimes.

One recent self-development initiative has been aimed at people who have completed their certification. Using the IAACT Hilton Head meetings as a model, AACTA created a series of programs to increase members' awareness and understanding of PCT. "Thinkers' Workshops" allow participants to meet in an informal group setting to discuss, according to an agenda, material that might allow clearing thinking and deeper understanding of PCT. This idea originated during a visit from Shelley Brierley, where members came together for two days with a group from the Glasser organization to discuss how the organizations thinking differed (and matched) and to learn more about MOL. AACTA decided to continue this process with "Thinkers' Workshops," which are held twice a year.

AACTA is still a fledgling group with most of the training being undertaken by four to five people, three of whom are still engaged in full-time work in related fields. Several others are aspiring towards joining AACTA's teaching fraternity and interest and participation in training programs continues to grow.

The Restitution Peace Project

By Lynn Taylor

The Restitution Peace Project is a unique educational, social development approach for crime prevention, designed primarily for teachers, children, and parents, as well as community members as a whole. This ambitious five-year initiative, begun in 2002, focuses on implementing "a connected school" approach promoting achievement, caring, and safety in ten community schools in the Northwest Territories and Nunavut. Elders, parents, counselors, RCMP, corrections staff, justice committees, safe-shelter employees, treatment center caregivers, business people, politicians, as well as educators from pre-school through college level have participated in project training sessions. This is the first collaborative restorative project of its kind in the North with a goal to help create and support the development of "A Connected Community."

The project is funded primarily by the National Crime Prevention Center, Canada and is sponsored by Yellowknife Education District No. 1 and community partners under the guidance of a Project Steering Committee. Full-time coordinator Lynn Taylor and project assistant Arlene Bell manage all aspects of the project in the Northwest Territories and Nunavut. Senior IAACT Instructor Dr. Jeff Grumley is the main project mentor/trainer. The project is being researched by an independent, third party evaluation team with Tim Roberts of Focus Consultants of Victoria, B.C., with the support of a National Evaluation Advisory Committee. The final reports will be completed in the summer of 2007.

The ten project site schools are located in the communities of Yellowknife, Fort McPherson, Inuvik, and Aklavik in the Northwest Territories; and Cambridge Bay, Rankin Inlet, and Iqaluit in Nunavut. Information was sent out inviting all schools across the North to participate. Schools in these communities applied to the project and were accepted.

The purpose of the project is:

- To teach educators, parents, and community caregivers new skills and strategies to work with youth.
- To create school environments that are caring, achieving, and safe.
- To teach adults and children to manage themselves by meeting their needs in helpful ways, to repair their mistakes, and to develop internal character strength.
- To develop an educational framework and resource base for training Northerners to ensure program continuity and long-term sustainability.
- To improve over time the low rate of high school graduates in the North.
- To help address youth and family violence programs
- To respond to a growing concern for safer schools and communities.

The project has some unique challenges due to the fact that the geographical area in which project is being conducted spans over three million square kilometers across the Northwest Territories and Nunavut. Traveling vast distances by air and road from tree line to tundra in inclement arctic weather can be unpredictable, challenging, and sometimes very exciting! Also, there are eleven official languages in the Northwest Territories and Nunavut – more than any other political division in Canada – plus additional dialects in several of the language groups. Some project resources are translated into Inuktitut, Inuinnaqtun, and French. In the eastern arctic, some schools must provide Inuktitut translators for training sessions for their staff and parents.

Project accomplishments:

- Delivered over 90 training courses over the past five years.
- Developed dozens of lessons and resources that tie in with traditional knowledge.
- Provided extensive resource collection to schools including materials in Inuktitut and French.
- Delivered new "Take Charge!" curriculum training course to the staff of project high schools.
- Pursuing approval for "Take Charge!" CTS course credit in the north and national drug-prevention curriculum accreditation in the U.S.
- Approved project extension to March 31, 2007 based on project success.
- Reported improvement in school climate and relationships, reduction in discipline incidents, and better capacity of youth to make positive life choices.
- Distributed project information and videos to numerous schools and agencies in other regions of Canada and U.S., by request.
- Maintained comprehensive project website www.restitutionnorth.ca.

Many individuals and organizations generously contributed their time and expertise to help ensure the success of this project – Members of the Project Steering Committee and reps from The John Howard Society, the NWT Status of Women Council, the superintendent and staff of Yellowknife Education District No. 1, The National Crime Prevention Center Northern Region and Head Office in Ottawa, Trainer of The International Association of Applied Control Theory, Chelsom Consultants, Evaluators Focus Consultants and Advisory Committee, and last, but not least, the principals, committee members, and staff of all the site schools. A project of this scale is only possible due to the combined efforts of the people involved. The commitment and support of all individuals involved has been significant and is greatly appreciated.

Reflections from Villa Nirvana: PCT in Business and Management

This contribution offers reason for business people and managers to learn Perceptual Control Theory, especially working in a cross-cultural setting.

I own and run a small beach hotel on the Mexican Pacific Coast near a small village, Pie de la Cuesta, north of Acapulco, Guerrero, Mexico, just off Highway 200. We are written up in a number of travel guide books such as Lonely Planet and Rough Guide. People come from all over the world to walk through the gardens, admire the architecture, and savor the fresh fruit platters and huevos rancheros of the restaurant. Mostly they come to sit in awe, especially at sunset, at the unrelenting power of the Pacific.

When we bought the place five years ago, I had no experience as a private business owner, nor did I speak Spanish. I did have, at best, a rudimentary understanding of Perceptual Control Theory. So I eased some apprehension thinking that if I understood this theory that explains the behavior of all living systems, the control of perception, and the nature of conflict, I had at least an inkling of how to go about my business on the beach in Mexico.

I could perhaps entertain you today with many stories of life on the beach watching what the tide brings in, but I'm more interested in talking about PCT in business and management practices, and how I have observed these applications as the hotel has grown from six to twenty rooms, from three to eight employees and a construction crew, from a stop-over for backpackers and sand fleas to a haven for travelers seeking their own experience of Nirvana, of peace and enlightenment, as the name of the hotel might suggest.

Essentially I have three observations to offer in my observations of PCT in business and management practices.

First of all, an understanding of the Perceptual Control Theory and living systems is essential. PCT explains the behavior of all living systems as the control of perception, an attempt on the part of the individual to reduce error in the system between what is being perceived and what is intended to be perceived. Although actions by the system on the ever changing environment may vary, the outcome is balance within the system between what is being perceived and what is intended to be perceived.

What I have learned and relearned through my experiences here is that like all living systems, I am a control system as well. The changes that occur in awareness of one's own behavior as a perceptual control system is a mega-management tool for business, but more importantly for living. It impacts the perception of the manner in which I interact with everyone related to the business. Also, my awareness of myself as a control system is always shifting.

Secondly, everyone with whom I deal, employees, construction workers, the papaya lady, clients, inspectors, scam operators—each is a living control system as well operating in its own hierarchy of perceptions and references. Or more simply put, whatever it is they are doing, they are doing it for their own reason, not mine. A living system controls to reduce error within its hierarchy of perception. A rock may be impacted and yield to the forces of nature such as salt air, but a person acts on the environment to reduce error between what is being perceived and what is intended to be perceived. A manager doesn't control the workers...at best they agree to share a reference perception. The agreeing is also a reference perception somewhere in each individual's hierarchy of perceptual control.

Thirdly, a business, although it may involve a number of individuals, or individual control systems, is not a functional feedback system. There may develop some shared perception of cooperation or coordination between individuals, but an inherent feedback mechanism does not exist in a social organization. A manager who understands that a business is not the personification of one's own perceptual system has a better chance of developing effective management practices. One person cannot control another. With a more complete understanding of practices aligned with the behavior of control systems, "business management" takes on a new dimension. The real job to be done by the manager is working on a more comprehensive understanding of Perceptual Control Theory.

Pam Fox is a Senior Faculty Member with IAACT. She currently lives in Mexico where she owns and manages a small hotel on the beach north of Acapulco



INTENSIVE WEEKS OF TRAINING IN NORTHERN BRITISH COLUMBIA

By Shelley Brierley, M. Ed, CCC, RCC, Senior Instructor IAACT

Since IAACT's inception in 1998, I have taught a great number of intensive weeks. On many occasions I had the good fortune to work with my colleagues in North America and Australia, as well as with a variety of organizations. For those interested in learning, the training is life changing. Since what I really enjoy in my work is watching people stretch, grow, and work towards their potential, it has been a delight and privilege to be a part of the journey with so many people.

One organization I have had the good fortune to work with over the years is called Project Parent North (PPN), an outreach program in Prince George, British Columbia, Canada. The agency is funded through the provincial health department as well as human resources. Its mandate is to provide a number of support services to individuals, couples and families who experience difficulty coping in any number of areas in their lives.

Those attending the training offered in conjunction with IAACT, are learning ways to apply the ideas in their interactions with individuals, couples, families, and youth. The site has counselling facilities, outreach programs, home visits, home support, and a day care. Families frequent the facility for counselling, to learn more about areas such as effective parenting, communication skills, and job readiness. Also, staff provide support for those in substance abuse programs, those dealing with issues around incarceration, and others attempting to regain custody of their children.

Many of the counsellors do regular home visits to teach parenting skills and work actively with families to help them create more balance and cooperation in their lives.

Cindy Ignas, the Director of PPN, a very capable counsellor and an accredited ACT I supervisor, uses these ideas in staff supervision as well as in her work with the client population at PPN. Because of the nature and complexity of issues presented by clients, when I contracted with the agency to do training, Cindy requested that we incorporate The Circle of Strength™ into the intensive weeks. The approach was two-pronged: to provide a basis for staff team building and to offer counsellors the necessary skills to work with diverse populations. The training focused intensely on the dynamics of peace in both intra and interpersonal

Team members use what they learned in the training toward developing a cohesive team approach, integrating the concepts of PCT and the Circle of Strength™ into both their collegial and client interactions. Larry Larson was their ACT II Instructor.

In the weeks offered over the ten-year period, the training focused on family systems. Based Perceptual Control Theory, and the Circle of Strength™ provided a platform from which to view many different issues involving conflict – something their staff deal with on a daily basis. The training offered counsellors new perspectives on their own behaviour, helping them to maintain self-balance in spite of clients’ presenting problems. This in turn allowed them to better assist clients with their plans to move forward in their own lives. When I sent a copy of this article to Cindy for authorization to print it, she kindly sent back the following unsolicited comments to submit with this article:

“What I found most useful over the years in our staff development training was having you model all the pieces of leadership, team building, and competencies for strength based practice, especially the Circle of Strength. The Method of Levels (MOL) is perhaps the best example of strength based practice ever developed. There are a number of staff who have over the years embraced your teachings, for example, reminding themselves of the person they want to be in difficult situations. I think you have captured the essence of having a vision and guide for professional development if a team and its individuals are to be successful. Thank you for all the many blessings.”

Deeper understanding of how and why people behave helps counsellors diminish their judgment of clients. This allows them to work from a more compassionate basis within the limits of their role, as they assist clients in setting their own life direction.

It has been my pleasure to work with the staff of Project Parent North in conjunction with IAAC.

Shelley Brierley, M. Ed, CCC, RCC

Perceptual Control Theory Reaches China

By Shelley A.W. Roy

Buddas, a sea of umbrellas, a touch of rain, concrete sky scrapers, serene temples, exotic food—this was the background for the 2006 International Conference on Complexity Science and Perpetual Control Theory. The conference held in July, 2006 in Guangzhou China was attended by members of the Control Systems group, the International Association for Applied Control Theory from Canada, Australia and the United States, and Chinese professors and students.

After spending the weekend in Hong Kong, enjoying the technology bazaars, the silk shops, the tailors and the company of good friends, we headed to Guangzhou via train where we were met by our hosts and filled, to the overflowing, the University bus. Day one of the conference found us gathered to explore PCT through computer demos, travel experienced and research. Day two, we joined the Chinese group for a day of speakers bridging the international waters and the philosophies of eastern and western culture. All eight speeches were given both on Chinese and English; several of the Chinese speakers were fluent in both languages. A film crew from Chinese television was there to mark the historical significance of the occasion. On the third day many of the South Normal University students joined us as we actively explored PCT through video, demonstrations and dialogue. The closing ceremonies were especially momentous as William T. Powers was presented an honorary degree from the University. Bill awed the crowd as he gave his thank-you speech totally in Mandarin.

As I sat in the room listening to the closing ceremonies I realized I was part of history in the making. All of us there were using the language, ideals and principles of PCT to peacefully find a new way of understanding each other and this world in which we live.



The Philosophy of Complexity Science and Control System Group

China - July 2006

This three day conference was attended by professors of Complexity Science from across China and members of the Control Systems Group and IAAC from Canada the United States and Australia. It was held at South China Normal University in Guangzhou, China.



World's tallest Buddha
Ngong Ping, Lantau Island, China



William T. Powers



Control Systems Group/IAACT with students from the South China Normal University.

The Chicago Connection - October 2005

For the first time in several years, the IAAC T faculty met in Chicago October 2005 for a revival of the annual faculty retreats. Shelley Roy, Chair, organized the event with assistance from Jeff Grumley, Vice Chair. Most of the faculty stayed at the Hampton Inn in the River North neighborhood on the near North Side of Chicago, where they also had the business meetings and faculty presentations. The first night they ate at Maggiano's Little Italy restaurant. Saturday's agenda included a brief business meeting and faculty presentations by Pamela Fox, Shelley Roy, Glenn Smith, and Shelley Brierley. Saturday evening, Jeff Grumley's daughter Margaret hosted the group for hors d'oeuvres at her 17th floor apartment overlooking Lake Michigan and Lincoln Park. The festivities continued at The Second City comedy program which since 1959, has established itself as a Chicago landmark and national treasure. Sunday's presentations included Perry Good, Jane Williams, Lynn Taylor and Jeff Grumley.

Las Vegas - October 2006



In October 2006, ten years after founding IAAC, the faculty reunited in Las Vegas for an annual retreat organized by faculty members Shelley Brierley and Patti Sebestyen. Coordinator Scott Byerly attended to many details and logistics. We stayed at the Tuscany Suites just off the Strip. The opening involvement activity "A Great Group!" was led by Lynn Taylor. Jeff Grumley chaired a brief business meeting. Presentations were made by faculty members Shelley Roy, Glenn Smith, Jane Williams and her staff of Unlimited Success - Partnership for Drug Free NC. Many faculty members were entertained at shows such as the Cirque du Soleil's Love tribute to the Beatles, and enjoyed delicious meals.

The Carolina Connection

By Jane Williams

Carolina Connection is a two-day conference during which working helping professionals -- principals and teachers, counselors and social workers, justice workers, and drug prevention specialists -- explain how the ideas of Perceptual Control Theory (PCT) can be implemented to produce results in real life settings.

The International Association for Applied Control Theory, with its co-sponsors – Stokes County, NC, Safe Schools/Healthy Students Project and Unlimited Success, the Prevention Division of Partnership for a Drug-Free NC – held the first Carolina Connection conference in the spring of 2005 in Winston-Salem, NC. For 2006, the conference moved to Greensboro, and returned to Winston-Salem in March 2007 for the conference's third year. Carolina Connection developed as a result of numerous requests from students of PCT who were interested in applying the concepts to additional opportunities for learning and relationship building. The conference aims to provide individuals, schools, and organizations with an opportunity to showcase their successes with applications of Perceptual Control Theory and its principles. In addition, Carolina Connection introduces participants who are interested in learning about Perceptual Control Theory to its concepts.

Key note speakers have been an essential part of each conference. Barnes Boffey, Senior Faculty Member and author of *Reinventing Yourself* and *My Gift in Return*, addressed the 2005 audience. Senior Faculty Members Shelley Roy and E. Perry Good, two co-authors of *A Connected School*, spoke in 2006, and in 2007, Dr. Michael Carpenter, a nationally certified Olweus bullying prevention trainer and author of the bullying prevention manual *Waging Peace*, addressed participants. Numerous teachers, school administrators and support staff, students, counselors, after school program specialists, alternative education specialists, and human service providers have facilitated valuable learning opportunities through breakout sessions.

One highlight of Carolina Connection occurred in 2006 when ninth grade students from Beaufort High School, Beaufort, SC, talked with the participants about their experiences in *Take Charge!*, a curriculum based on PCT and *In Pursuit of Happiness*, written by E. Perry Good. The students' enthusiasm for learning and their understanding of how to use the PCT concepts to help them have happy, successful lives touched the entire audience.

Plans are being made to hold Carolina Connection again in March 2008. Check out our website

