INDEX

A Work, 107–108
Acceptance, 152, 155, 159
Accountability of conscious change leaders, 12, 79
Ackerman Anderson, Linda, 44, 51
Adams, John, 150, 152, 160
Aggressive/defensive culture, 192–193, 237
"Aha moments" to shift mindset, 63
All Quadrants, All Levels (AQAL), 5, 40, 204
Anderson, Dean, 170
Apple Computer, 62–64, 185
Approaches to transformation. See Conscious awareness
AQAL (All Quadrants, All Levels), 5, 40
Aquarian Conspiracy, The (Ferguson), 35
Asimov, Isaac, 212
Assessing Your Change Strategy and Plan
(for core needs) worksheet, 147
Assessing Your Ways of Being worksheet, 181
Assessment: assessing your ways of being, 181;
Change Leadership Development worksheet, 102–103
core needs worksheet, 147; of change, 187, 192, 201; of drivers of change, 41, 238;
enterprise change agenda needs assessment worksheet, 113–114; self-assessment, 102–103; success level sought worksheet, 27.
See also Capacity assessments
Assumptions: about reality, 162, 165; mindset and, 35, 256; victim mentality, 178–179
Athletes, mental training for, 172
Audience for book, 8–9
Aurelius, Marcus, 161
Autopilot approach to awareness: conscious awareness compared, 82–85, 91–92;
function of, 85; problems with, 85–86, 97;
as unconsciously incompetent, 86
Autopilot leaders: conscious change leaders compared, 99–101, 144, 148–150, 214; control issues and, 142; egos reactions on, 138, 140, 143; employee morale, 98–99; perception of reality by, 161; process view of, 214, 217;
project thinking by, 218; reactive actions by, 238; resistance and, 92–94, 147; wake-up calls and, 97
Awareness, 2–4, 7, 42, 62–63, 82–96, 99,
B Work, 107
Balthazard, P. A., 205n
Bank case-in-point, 47–49
Barker, Joel, 162
Beatles, 167
Beck, Don, 142, 160
Beckhard, R., 56–57
Behaviors: defined, 6, 158; importance of change in, 45; of leaders and employees, 32, 35, 39, 42; quadrant of conscious change leaders, 6; in types of cultures, 192–193, 196–197, 201, 204
Being First approach: change capability and, 23–24; executive retreats for transformation, 72; for Level Five results, 23–24, 201–202; purpose, 197; self-mastery training, 178; to transforming culture, 195, 200, 205
Big Win, 260
Bohm, David, 208
Boone, Daniel, 228
Breakthrough results: Being as source of, 133; defined, 16–17; and transformation, 72–73, 79, 221; upstream stage as critical for, 235–236. See also Change capability; Transformational change
Bridges, William, 57, 150, 160
Buddha, The, 81
Business case for change, 41
Business imperatives, 32–35, 38, 42–43, 47, 76
Business outcomes, planning to achieve, 22–23, 27, 32
Business processes, 6–7, 24–25, 32, 35, 78, 107, 186, 189, 209
C Work, 107–108
Cady, S., 50
California bank case-in-point, 47–49
Capacity assessments: agenda for enterprise change and, 109–110; autopilot approach to, 99; case-in point about, 112; The Change Leader’s Roadmap and, 251; Strategic Change Office for, 121–125, 127; worksheets, 28, 113
Case-in-point: California bank leadership style, 47–49; Detroit Edison, 71, 95–96, 149; electric utility customer service department, 199; Electronic Health Records, 36–40; enterprise change agenda, 112; integrated hospital system, 198; listening sessions, 154; manufacturing organization breakthrough with union, 215–217; Optimal Performance Institute, 172; self-mastery, 175–176
CCO (Chief Change Officers), 120, 126–127
Centering the mind, 176
Change: breakthrough results from, 11–12, 16–30, 132, 254; failure of, 46, 68, 71, 108, 112, 127; as process not event, 214; realization of, 93–94; as requirement for success, 1; resistance to, 1–2, 12, 16, 18–19, 29, 31, 41, 45, 21, 100, 122, 132–133; as transformational, 2–4. See also Strategic discipline for change
Change capability: Being First approach to culture change and, 23–24; defined, 21; human dynamics and, 132–133; increasing, 22. See also Breakthrough results; Capacity assessments; Organizational change capability
Change frameworks, change process models compared, 228–230
“Change is manageable” bubble, 44
Change leaders: benefits of skill of, 8, 19; characteristics of, 79; conscious approach to being, 82–83, 89, 91, 93, 94, 99, 101, 103–104; importance of, 3–5; influence over change process by, 82; infrastructure for change buy-in, 116–118; introspection by, 71–73; mistakes made by, 18–20; modeling of culture change by, 196; people expertise of, 29; professional support for, 78; supporting people in uncertainty, 70–72. See also
Conscious awareness; Conscious Change Leader Accountability Model; Conscious change leaders

Change Leader's Roadmap (CLR): activity levels, 244; as fullstream process, 241–243; overview, 239–240; structure of, 241–244; as thinking discipline, 233–233, 241, 245; use by conscious change leaders, 247; worksheet comparing with other models, 250–252

Change Leader's Roadmap: How to Navigate Your Organization's Transformation, The (Ackerman Anderson and Anderson), 24

Change leadership: change management compared, 45, 49–50; focus areas in, 4, 11, 24–25; people strategies of, 69; resistance to change and, 12, 18, 45; role of, 249, 258; transforming to conscious change leadership, 3, 93–94, 99–101

Change management: change leadership compared, 45, 49–50; history of, 42–43; implementation stage role, 234–238; transitional change and, 56–59. See also Conscious Change Leader Accountability Model

Change management leaders. See Change leaders


Change process models: change framework compared, 228–230; as conscious thinking discipline not prescriptions, 12, 228; The Deming Cycle, 226, 231; elements needed, 239; Kotter’s Eight Stage Process of Creating Major Change, 231; overview, 228–229; as tools of conscious process thinking, 223. See also Change Leader’s Roadmap (CLR); Fullstream Transformation Model

Chaos leading to order, 61–62

Chief Change Officers (CCO), 120, 126–127

Churchill, Winston, 254

CLR. See Change Leader’s Roadmap (CLR)

Co-creative ways of being, 180, 191–192, 257

Cohen, C., 160

Collins, Jim 16

Command-and-control leadership style, 43, 46, 48, 63, 99, 199, 205, 248–249

Commitment. See Resistance changing to commitment

Common change process methodology, 20, 28, 114, 115, 117, 124–126, 128, 256

Competence core need, 141, 145–149, 257

Competency Model for learning, 88, 90

Connection and inclusion core need, 141, 144, 146–149, 257

Conner, Daryl, 44, 99, 231

Conscious awareness: cycling in and out of, 103; defined, 84; development of, 86–87, 89; flow or zone and, 86–87, 165; four sights, 87–88; importance of, 84; levels of, 93; overview, 84–85

Conscious Change Leader Accountability Model, 5–7, 11, 24, 74, 78, 162, 197, 212, 221, 227, 229–230

Conscious change leaders (continued)
  stage role, 234–236; wake-up calls for, 93–96;
  walking the talk, 181–182; witness state of,
  84–85, 96, 100. See also Conscious process
  thinking; Thinking orientations
Conscious change process design, 246–248
Conscious change process facilitation, 210,
  223, 247
Conscious process thinking, 12, 205, 208,
  218–219, 221–223–227. See also Process;
  Thinking orientations
Consciously competent, 90
Consciously incompetent, 90
Consciousness, defined, 3
Constructive culture, 192, 194–195
Consultants for change: as audience, 8–9;
  content versus process, 9; shift of skills
  required by, 3; Strategic Change Center of
  Excellence, 108, 117–118; Strategic Change
  Office and, 108–109, 111, 120–121. See also
  Change leaders; Conscious change leaders;
  Leaders
Content experts, limits of, 29, 78
Content focus areas, 9, 24–26, 29–30, 32,
  39–40, 44–45, 47, 50, 52, 57, 59–61, 65, 67,
  67–70, 78, 92–94, 98, 122, 125, 129, 143,
  145–146. 151, 153, 155, 157, 159, 163, 167,
  170, 190, 200, 222, 225, 231, 233, 237, 239,
  250, 258
Controlling leadership style, 169, 210, 236, 248
Cooke, R. A., 188, 205n
Cooke, R. S., 205n
Core needs: assessing change strategy worksheet
  for, 147; employee retention and, 149; higher,
  148–150; interaction with ego, 257; primary,
  133, 140–145
Core processes, 202, 209
Core purpose, 70–71
Course-correcting in transformational change:
  downstream stage role, 237; feedback and
  learning for, 66–67; need for, 57, 60, 66;
  stakeholders involvement, 151; Strategic
  Change Office role, 125
Cowen, Christopher, 142
Creativity, stifling of, 61
Critical mass, 49, 53, 61, 196–197, 217–218
Cultural assessments, 201
Culture: core needs and, 146; defined, 184–185;
  Fundamental Law of Organizational Success,
  170–171; imperatives of, 32, 35, 38, 42;
  indicators of, 185–188; mindset compared,
  182; overview, 184–185; quadrant of
  conscious change leaders, 78; subcultures
  within, 176; types of, 190–194. See also
  Culture change
Culture change: agenda for enterprise change,
  109; conditions for success, 185, 189, 195;
  Hammer on, 44–45; as Level Four Success,
  202; mindset and, 190, 192; Strategic Change
  Office and, 126; success and, 24, 45. See also
  Being First approach to culture change;
  Conscious Change Leader Accountability
  Model
Customer service department case-in-point, 199
Csikszentmihalyi, M., 105n, 183n
Decca Recording Company, 167
Deming, W. Edward, 226, 231
Design stage. See Midstream stage of fullstream
  transformation
Determining the Types of Change worksheet, 75
Detroit Edison (DTE Energy) case-in-point, 71,
  95–96, 149
Devane, T., 50n
Developmental change, 51–57, 61, 73–75, 79,
  219, 241
Digital Equipment Corporation, 167
Downstream stage of fullstream transformation,
  234, 237, 243
Drake, Edwin L., 161
Drivers of Change Model: California bank
  case-in-point, 47–49; Electronic Health
Records case-in-point, 36–40; need for, 27–28; overview, 32–34; stakeholder participation in, 37; use of, 40–42

Earley, Tony, 66, 143
Education. See Learning
Ego (mind): competency need and, 85; conscious change leaders and, 140–144; core needs of, 134–140; fight or flight ego reactions, 132, 186; interaction with core needs, 255; overview, 129–132; resistance and, 146–147
Eight Stage Process of Creating Major Change (Kotter), 231
Einstein, Albert, 101, 177
Electric utility case-in-point, 71, 95, 199, 200
Electronic Health Records case-in-point, 36–40
Emotional intelligence, 49, 100
Emotional transitions, 12, 68, 133, 150–151, 159, 257
Emotions, mindset compared, 157
Employees: behavior of, 35, 48; fullstream transformation involvement, 233, 235, 238; mindset of, 35, 46, 49, 63, 78; morale under autopilot leaders, 98–99; resistance, 18; retention research on, 149; wake-up calls and, 80n. See also Stakeholders
Empowerment, personal, 178–181
Enterprise Change Agenda Needs Assessment worksheet, 113–114
Environment, 31–35, 40
Executive Change Lab, 112
Expanded awareness. See Conscious awareness
External drivers of change, 32–34, 40–41, 79
External reality, 5–7, 92, 96, 166–167, 210, 212, 220–221, 231
Facilitation versus management of change, 65 Facilitative leadership style, 248–249
Failure, fear of, 135–137
Failure of change, 5, 8, 19
Fairness and justice core need, 141, 145–149, 257
False self. See Ego (mind)
Fear, 39, 58, 62, 69, 70, 117, 133, 135–136, 138, 143–144, 146, 150, 153, 162, 163, 171, 173, 192, 257,
Feedback loops, 225
Feeling your feelings, 153
Ferguson, Marilyn, 35
Fifth Discipline, The (Senge), 163, 183n, 220, 225
Fight or flight ego reactions, 138, 155, 179, 191
First Tier, 141
Five Stages of Loss model, 150
Flow (state of consciousness), 91
Focus, performance and, 171–173
Forrester, Jay, 219–220
Four quadrants. See Conscious Change Leader Accountability Model
Four sights, 87–88
Frameworks for change, change process models compared, 12, 250, 252
Fullstream Transformation Model, 233–234: downstream stage of, 233, 237–239; midstream stage of, 233, 236–237; upstream stage of, 234–236. See also Change Leader’s Roadmap (CLR)
Fundamental Law of Individual Success, 170–171
Fundamental Law of Organizational Success, 189
Gerstner, Lou, 51
“Go slow to go fast” stage. See Upstream stage of fullstream transformation
Graves, Clare, 142
Grof, S., 183n
Group processes, 210

Hammer, Michael, 44–45
Harley-Davidson, 76
Harris, R., 56–57
Haughorn, John, 36
Health care industry, 36–38, 64, 145–195
Heraclitus, 211
Higher core needs, 148, 150
Holding the space, 153, 155, 170
Hospital system case-in-point, 198
Holman, P., 50\textit{n}
Hot buttons, 140
Human dynamics: being and, 138–140; ego and, 136–137; emotional transitions, 150–152; higher core needs, 148–150; importance of competency in leading, 132–133; moving from resistance to commitment, 152–155; multi-dimensionality as basis of people, 134–135; personal change during transitions, 57–58; primary core needs, 140–146; process for, 205; Rule #1 of, 122; transformational change, 65, 67–69. See also Mindset
Human processes, 209–210
Human resources departments, 9, 126
Human Synergistics, 192, 194, 201, 205\textit{n}
IBM change study, 19, 30\textit{n}
Identity, 135–139, 162
Impact analysis, 59, 236–238, 251
Implementation stage. See Downstream stage of fullstream transformation
Inclusion and connection core need, 141, 144, 146–149, 192, 257
Indicators of culture, 185–187; worksheet, 188
Innovation, change leaders as better at, 101
Intel, 63
Internal drivers of change, 34, 41
Internal reality, 5, 7, 72, 96, 166, 212, 219–220
Introspection, 71, 73, 96, 98
Jobs, Steve, 63–64
Jones, Q., 205\textit{n}
Jordan-Evans, Sharon, 148, 160\textit{n}
Justice and fairness core need, 141, 145–149, 257
Kaye, Bev, 148, 160\textit{n}
Kennedy, John Fitzgerald, 212
Kessler, D., 160\textit{n}
Kill the messenger, 67
Knowledge, mindset compared, 163
Kotter's Eight Stage Process of Creating Major Change, 231
Kübler-Ross, Elizabeth, 150, 152, 160
Kuh, T., 183\textit{n}
Lafferty, J. C., 205\textit{n}
Leaders: as audience, 8; behavior of, 20, 32; change as leadership skill, 18; developmental change and, 52; history of change and, 42–46. See also Autopilot leaders; Change leaders; Conscious change leaders
Leadership styles, 247–250
Leading Breakthrough Results: Walking the Talk of Change program, 95, 149, 215
LEAN methodologies, 9, 43, 97–98, 111, 117, 221, 225–226, 245
Learning: change leaders as better at, 100; Competency Model for, 88, 90; as developmental change, 53, 58, 61; processing information as, 210; self-mastery, 173; during transformational change, 65–67
Level Five results, 22–23, 27, 204–202. See also Change capability
Level of Existence Theory, 142
Levels of awareness. See Conscious awareness
Leverage points, 177, 197–198, 200, 202–203, 211, 214, 222, 225–226
Listening sessions, 153–155
Lobbia, John, 71, 95
Love 'Em or Lose 'Em (Kaye and Jordan-Evans), 148, 160\textit{n}
Machiavelli, N., 1
Marketplace requirements for success, 32, 34–35, 37
Maslow, Abraham, 148, 160\textit{n}
Mastery, 4–5, 7, 49, 81, 91, 163, 252
McKinsey's 7-S Framework, 229
Meditation, 87, 89
Memes, 142
Mental training for athletes, 172
Midstream stage of fullstream transformation, 233–234, 236–239, 241, 250
Mind. See Ego (mind)
Mindfulness. See Conscious awareness
Mindset: accepting average results, 17; “aha moments” to shift, 63; as causative, 164–165, 178, 218, 221, 256; Chief Change Officer, working with, 120–121, 123; co-creative ways of being and, 179–180, 191, 257; culture change and, 190, 192; culture compared, 182; false reality and, 162; importance of change in, 35; of leaders and employees, 39–42; overview, 162–164; perception impacted by, 165–168; performance impacted by, 170–173; quadrant of conscious change leaders, 72; as reflecting culture, 184; responsibility for, 178–179; self-mastery, 173–177; state of being impacted by, 168–169; transformation of, 33; transformational change requiring shift of, 35; walking the talk, 181–182, way of being and, 169–170. See also Self-mastery
Morale: under autopilot leaders, 98–99; culture and, 185, 201; failed change and, 21; wake-up calls being overlooked and, 62
Old state, 52–53, 56–57, 59, 76
Olson, Ken, 167
“On time, on budget” thinking, 21, 218, 224
Optimal Performance Institute case-in-point, 172
Order and control core need, 141, 145, 257
Order from chaos, 61
Organization change: determining type of, 73–74; drivers of, 31; history of, 43–46; maintaining purpose and values during, 70; scope required, 46, 50; signals for change, 31; types of, generally, 51–61. See also Developmental change; Transformational change; Transitional change
Organization Transformation (OT) movement, 46, 195
Organizational change capability, 67, 106–108. See also Change capability; Strategic discipline for change
Organizational core needs, 146
Organizational Culture Inventory (OCI), 194
Organizational imperatives, 35, 38, 40–43, 45, 47, 231
OT movement (Organization Transformation), 46, 195
Paradigm shifts, 162–163
Parallel governance structures, 59
Passive/defensive culture, 192–193, 237
Penfield, W. 183
Peters, T., 252n
People dynamics. See Human dynamics
People focus area: defined, 24–25; process focus interdependence, 92; in transitional change, 52
Perception, mindset impact on, 166–167
Performance, 167–170. See also Culture
Personal drivers of change, 33
Personal empowerment, 178–181
Personal process, 57, 72, 210
Personal responsibility, 178–179, 182, 185
Personal transformation, 12, 173–174, 176–177, 180–181, 183, 196, 261
“Plan, do, study, act” thinking, 226, 231
Potter, R. E., 205n
Power core need, 141–143, 145–148, 257
Prescriptive change process models, 231, 233
Pribram, K., 183n
Procedures, 209
Process: defined, 208–210; evolving
orientation of change leaders to, 217–220;
multi-dimensional continuous nature of,
211–214, 217; seeing consciously, 84; uses of
term, 208–210. See also Conscious Change
Leader Accountability Model; Conscious
change leaders; Fullstream Transformation
Model
Process design, 247
Process facilitation, 210, 246–247
Process focus area, 24–26
Process improvement, 209
Process maps, 226–227
Process orientation, defined, 209–210
Project management methodologies, 224–225
Project portfolio management, 109
Project thinking, 208, 211, 218–219, 220,
222–223
Purpose, 70–71
Quadrants. See Conscious Change Leader
Accountability Model
RAS (reticular activating system), 168–163
Reptilian brain, 168
Resistance: autopilot leadership and, 98–99;
causes of, 58; to change, 12, 18–19, 65, 69;
to commitment, 133–134, 144–145, 152;
commitment compared, 148; ego and, 151;
involvement in process and, 31
Resistance changing to commitment: acceptance
as essence of, 152, 154; core needs impact on,
140–142; listening sessions, 153–155; models
of, 150, 152; negative emotions as part of,
152–153; overview, 152–156; supporting in
others, 156–158
Responsibility and mindset, 178–179
Results as temporary and unstable, 212
Reticular activating system (RAS), 168–169
Return on investment (ROI): business case
to specify, 41; change capability and, 107;
mistakes made that minimize, 21; Strategic
Change Office role, 123; Strategic Change
Office to maximize, 123; success and, 18
Risks, developmental change and, 51
Roadmap. See Change Leader's Roadmap (CLR)
ROI. See Return on investment (ROI)
Sanborn, Mark, 106
Sarnoff, David, 167
Schaef, Anne Wilson, 212
Schein, Edgar, 184
SCO. See Strategic Change Office (SCO)
Second Tier worldviews, 142
Security core need, 140–141144, 146–148, 257
Self (soul), 87, 132, 134, 139
Self-actualization, 155, 160, 192–193, 249
Self-assessment, 102–103. See also Worksheets
Self-management, 12, 173–174, 181
Self-mastery, 132, 173–175, 210, 258
Self Mastery Model, 164–165
Senge, Peter, 104n, 163, 183n, 220, 225
Seven Stages of Transition model, 150
7-S Framework (McKinsey), 229
Seven-Phased Approach to transforming
culture, 200–204
Shinseki, Eric, 31
Signals for change, 31. See also Drivers of
Change Model
Soul (being), 132, 134, 139
Spencer, Sabina, 144, 160n
Spiral Dynamics model, 142, 148
Stakeholders: culture change buy-in, 23,
engagement of, 17; inclusion in change
process of, 21, 23–24, 28, 41; morale under
autopilot leaders, 98–99; resistance to change
by, 19. See also Employees; Human dynamics
State of being, 168–170
Strategic Change Center of Excellence,
117–118, 120
Strategic Change Office (SCO): Chief Change Officer role, 120–121, 123; executive interactions with, 119–121; functions and benefits of, 122–125; overview, 120–121; staffing of, 120, 124–125; Strategic Change Center of Excellence and, 119

Strategic discipline for change: Center of Excellence for, 117–120; common change process methodology, 114–115; enterprise change agenda, 108–110; infrastructure for change, 116–117; overview, 108–111; requirements for success, 108; Strategic Change Office for, 115–122

Stevenson, Adlai, 132

Subconscious mind, 168

Subcultures, 76

Subprocesses, 209, 217, 221, 226

Success: ability and, 96, 164–165, 171; assessing level sought worksheet, 27; culture change and, 190, 195–197; enterprise change requirements for, 108–110; Fundamental Laws for, 170, 171, 189; Levels of, 21–23, 27; marketplace requirements for, 32; return on investment and, 21

Systems: culture change and, 186–187; diagrams, 225–226; dynamics, 219–220; quadrant of the Conscious Change Leader Accountability Model, 5–6, 24, 78; as reflecting culture, 187; seeing consciously, 88; thinking, 209, 218–220, 222–223

Team culture, 76, 191–192

Technological revolution, 44

Theory of everything. See All Quadrants, All Levels (AQAL)

Thinking, mindset compared, 163

Thinking orientations: applications of, 222–223; conscious process thinking, 221, 223; project thinking, 218–219; systems thinking, 219–221; use of multiple, 223

Thomas, Debbie, 172

Three States of Change Model, 56–57

Tipping points, 77, 197, 199, 256

Training. See Learning

Transformational change: compared with other types, 51–55; complexity of, 83; core issues triggered by, 142; culture change as critical to, 183; defined, 36, 59; determining types of change worksheet, 75; Drivers of Change Model for, 32; history of, 11; human dynamics of, 67–70; journey of, 65–66, 228–230, 246–247, 255; multi-dimensional nature and process, 4–7; overview, 59–61, 255; personal introspection during, 71–73; process nature of, 214; project management methodology limitations for, 224–225; requirements for, 2–3; uncertainty in, 65, 68, 70; wake-up calls for, 93–94. See also Conscious Change Leader Accountability Model; Course correcting in transformational change; Fullstream Transformation Model

“Transition state” of change, 53, 56–57

Transitional change: compared with other types, 51, 53–54, 49–50, 60, 65; effecting only content, 40; overview, 56–58; strategies for managing, 58–59

Uncertainty in transformational change, 65, 68, 70–72

Unconscious awareness. See Autopilot approach to awareness

Unconsciously competent, 91

Unconsciously incompetent, 88

Upstream stage of fullstream transformation, 233–236

Values, maintaining during change, 70

Victim mentality, 178–179

Wake-up calls, 53, 64, 66

Walking the talk, 95, 149, 181–182, 185, 215

Wall Street Journal, 44
Waterman, R. H., 252n
Western Union, 167
What Common Mistakes is Your Organization Making? worksheet, 28
What is Driving Your Organization’s Change? worksheet, 42
What Level of Success are you Seeking? worksheet, 27
Where are you in Your Change Leadership Development? worksheet, 102–103
Wilber, Ken, 5–6, 13n, 104n, 183
WIN-win-win, 260
Witness state. See Conscious change leaders
Worksheets: assessing your change strategy and plan, 147; assessing your ways of being, 181; The Change Leader’s Roadmap compared with other models, 250–525; core needs assessing change strategy for, 141; determining types of change, 75; enterprise change agenda needs assessment, 113–114; indicators of culture, 188; what common mistakes is your organization making, 28; what is driving your organization's change, 42; what level of success are you seeking, 27; where are you in your change leadership development, 102–103
Worldviews, 20, 35, 101, 134, 142, 162. See also Mindset

Yamaguchi, Kristi, 172
Young, Arthur, 211
Zone (state of consciousness), 87, 91, 171